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ABSTRACT

In June 1975, 100 participants spent a week considering the future of California's libraries. Library trustees, Friends, concerned citizens, and librarians from all types of libraries heard talks by state and local government officials, social planners, and eminent librarians. Topics discussed included library planning, librarianship in general, new technology, libraries and local government, library program funding, interlibrary loans and cooperative programs, urban and rural libraries, library systems, library legislation, and the California Library Authority for Systems and Services (CLASS). Several presentations were also made concerning the Peat, Marwick, Mitchell and Company (PMM) report "California Public Library Systems: a Comprehensive Review with Guidelines for the Next Decade." A midweek opinion poll showed support for the PMM report in the areas of transaction-based interlibrary loan funding formulas, funding the program, and equal access to libraries, but the participants preferred resource sharing based on existing library structures and a statewide on-line union catalog rather than the structure suggested by PMM. Small study groups considered the report and other aspects of California's library future and produced programs for structuring and funding interlibrary activities. Recommendations were then developed for a new legislative program. (LS)

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LIBRARY
PLANNING
INSTITUTE

June 23–27, 1975

Sponsored by the California State Library

PROCEEDINGS

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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California State Library
Sacramento, California 1975

IR 002 867

LIBRARY PLANNING INSTITUTE, June 23–27, 1975
Sponsored by the California State Library

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PREFACE

Ethel S. Crockett
California State Librarian

The Library Planning Institute held June 23–27, 1975, was a landmark in California library development. With roots deep in California's library history, it climaxed the long developmental period of cooperative Public Library Systems generated by the Public Library Services Act of 1963.

It is difficult now to recreate on paper the tremendous enthusiasm and excitement the Institute generated, when a varied group of library users and librarians came together to discuss the final report of the Peat, Marwick, Mitchell and Company evaluation of Public Library Systems.

While this was planned as an Institute in training for evaluation and planning, it was much more in actuality. Every participant had an opportunity to be heard. The style of small group discussions was designed explicitly to ensure the involvement of all. Therefore, total participation was the key.

As a discussion instrument, the Peat, Marwick, Mitchell final report became a catalyst for change as much as an object of scrutiny. The open attitude and complete involvement of this fine group of participants throughout the week had positive results. There was recognition of the value of the report. The participants agreed to use it, although the first choice of the PMM consultants for a new system of library cooperation was rejected with conviction and energy. The absence of acrimony was the result of positive and unbiased effort by all.

Participants requested information about CLASS (California Library Authority for Systems and Services), which was being formulated throughout the very period of the Peat, Marwick, Mitchell study. Upon receiving that information they agreed, within the limits of their briefing, to the concept and enthusiastically embraced plans for systematized cooperative library services to assist California's libraries.

The participants also recognized the need for new legislation. They directed the State Library to take immediate steps to establish a legislative task force to write legislation, and spearhead the drive to see that it is successful.

You have here, then, the Proceedings of this important Institute including talks, speeches, participant comments, working papers and reports prepared for or generated at the Institute, and the Institute Evaluation. It is hoped you will find them useful and instructive, and that upon examining them you will feel a bit of the enthusiasm and excitement which were so evident in June.

The momentum created is carrying California library plans forward. The legislative task force is hard at work. The California Library Authority for Systems and Services will soon become a reality. Librarians throughout the state are talking to one another, helping, planning, and trying to make library services still better for the ultimate beneficiaries, the library users of our state.

EXECUTIVE SUMMARY

The Library Planning Institute brought over 100 participants to San Francisco for a week-long conference, June 23–27, 1975. Included were library trustees, Friends, concerned citizens and librarians representing every type of library. The Institute was sponsored by the California State Library, and held at the University of San Francisco. It was partially funded by a training grant under the Higher Education Act Title IIB.

Institute Director Ethel Crockett called upon the group at the opening session to:

(1) Come up with a statewide plan to provide the best possible library service to Californians over the next decade, at a cost that is acceptable;

(2) Begin to shape that plan into a legislative package to give a workable structure and indication of adequate funding at the state level;

(3) Use in deliberations the data and consider the recommendations in the 1975 report by Peat, Marwick, Mitchell & Co., *California Public Library Systems: a Comprehensive Review with Guidelines for the Next Decade.*

The Institute agenda comprised talks by state and local government officials, social planners, and eminent visiting librarians, as well as small study group working sessions involving all participants. Early in the week these study groups isolated a number of major issues for consideration as recommendations were developed. These included: criteria for evaluating the adequacy of services and resources; achievement of equal and open access to library resources and services; methods of training and evaluation for staff development; effects of automation and technology on libraries; and the roles and functions of the different levels of library governance—local, regional, state, and federal.

Early in the Institute, Charles Nelson summarized the findings and recommendations of the Peat, Marwick, Mitchell report. Genevieve Casey, library consultant for the PMM study, was available throughout the week to answer questions on the report. An opinion poll taken mid-week by Jean Connor indicated that over 50 of 82 respondents supported these key recommendations of the report:

- Interlibrary loan funding formula should be keyed to demand and based on transactions, rather than on population.
- A sustaining services fund should be created to support those activities which are essential to the enterprise as a whole; examples are staff development and coordinated collection building.
- Equal access to public libraries in a region must be required.

The group was apprised of the latest actions of the CLASS Planning Committee, (California Library Authority for Systems and Services). The expectation that CLASS would provide a statewide automated bibliographic file, available on-line to any library, was integrated into all planning for the remainder of the Institute.

The opinion poll and group discussion showed that the Peat, Marwick, Mitchell preference for resource sharing through designated intermediate libraries capped by a small consortium of research libraries was not acceptable to participants. Rather, they preferred the PMM alternative of retaining and building upon existing Public Library System structures, incorporating all types of libraries into their organization and using a statewide on-line union catalog to allow borrowing first from the most convenient source, with access to major collections as needed.

Institute study groups produced ten programs for structure and funding of interlibrary activities which were discussed at the final plenary session. Elements of these were incorporated into recommendations for a new legislative program. A timetable for legislative action was developed by group consensus to:

(1) Appoint immediately a working task force to continue the effort begun at the Institute;

(2) Submit a draft to the California Library Association and other interested organizations by the end of the year;

(3) Introduce new state legislation, supported by the California library community, in early 1976.

The Institute Evaluation, prepared subsequently, declared that the participants themselves found the Institute successful, which opinion was shared by the evaluator, David Taylor. The Evaluation states that the great majority of participants felt the Institute "had achieved its goals, established a healthy atmosphere which would facilitate planning and implementation, and achieved substantial consensus on legislative goals."

AGENDA
Library Planning Institute
June 23–27, 1975

Page

Lounge
University Center

Monday, June 23

9:00– 9:10 WELCOME
Ethel S. Crockett
California State Librarian

[Mrs. Crockett welcomed Institute participants and introduced distinguished visitors and staff of the State Library.]

9:10– 9:20 PREVIEW OF THE WEEK
Carmela Ruby
Institute Manager

[Carmela Ruby gave details on meeting and living arrangements at the University of San Francisco for Institute participants.]

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9:20–10:30 CALIFORNIANS PLAN THE FUTURE
Ethel S. Crockett
Institute Director

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LIBRARIANSHIP TODAY: SIX VIEWS

Genevieve Casey, Professor
Department of Library Science
Wayne State University

Jean Connor, Head
Library Services Division (ret.)
New York State Library

Alma Jacobs, State Librarian
Montana State Library

Clara Jones, Director
Detroit Public Library

Brooke Sheldon, Consultant
Alaska State Library

Sol Spector, Professor of Social Work
California State University, Sacramento

10:30–11:00 Coffee break

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11:00–12:00 THE PEAT, MARWICK, MITCHELL REPORT: PRESENTATION AND HIGHLIGHTS
Charles Nelson, Study Director
Peat, Marwick, Mitchell & Co.

12:00–12:45 Institute Participant Discussion

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1:00– 2:00	Luncheon
2:15–	THE REPORT AS A BASIS FOR PLANNING David Taylor, Graduate Research Associate Ohio State University
	Study Group Working Sessions
5:00	Feedback Committee Meeting

Tuesday, June 24

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9:00–12:45	REVIEW OF GROUP SESSIONS PRODUCT Sol Spector, Discussion Leader
	REACHING CONSENSUS ON THE INSTITUTE WORK PLAN: CRITICAL ISSUES David Taylor, Institute Evaluator
	Study Group Working Sessions

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1:00– 2:00	Luncheon
	Speaker: Herbert S. Dordick, Associate Director Annenberg School of Communications, Los Angeles
2:15–	Study Group Working Sessions
5:00	Feedback Committee Meeting

Wednesday, June 25

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9:00–10:30	CALIFORNIA LIBRARY AUTHORITY FOR SYSTEMS AND SERVICES (CLASS) Ethel S. Crockett
	Institute Participant Discussion
10:30–11:00	Coffee break

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11:00–12:45	LIBRARIES AND LOCAL GOVERNMENT
	Melvyrn Wingett, County Administrative Officer County of Fresno
	Calvin Hamilton, Director City Planning City of Los Angeles
1:00– 1:45	Luncheon

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2:00–	OPEN FORUM: WHAT I MOST WANT TO SAY ABOUT THE PEAT, MARWICK, MITCHELL REPORT

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7:00–	TOWN AND COUNTRY: TWO VIEWS FROM THE LIBRARY WINDOW
	Alma Jacobs, State Librarian Montana State Library
	Clara Jones, Director Detroit Public Library

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Thursday, June 26

9:00–10:30 Study Group Working Sessions

10:30–11:00 Coffee break

11:00–12:45 LIBRARY LEGISLATION: POSSIBILITIES, PROSPECTS AND PLANS

Richard Brandsma, Principal Program Analyst, Legislative Analyst's Office, State of California

Dialog and Participant Discussion

1:00– 2:00 Luncheon

2:15– 4:30 Study Group Working Sessions

4:30– 5:00 PREVIEW OF STUDY GROUPS' RECOMMENDATIONS

5:00– Feedback Committee Meeting

Friday, June 27

9:00–10:30 PRIORITY ACTION ITEMS IDENTIFIED

Institute Participant Discussion

10:30–11:00 Coffee break

11:00–12:30 THE STEPS AHEAD, POST-INSTITUTE PLANS

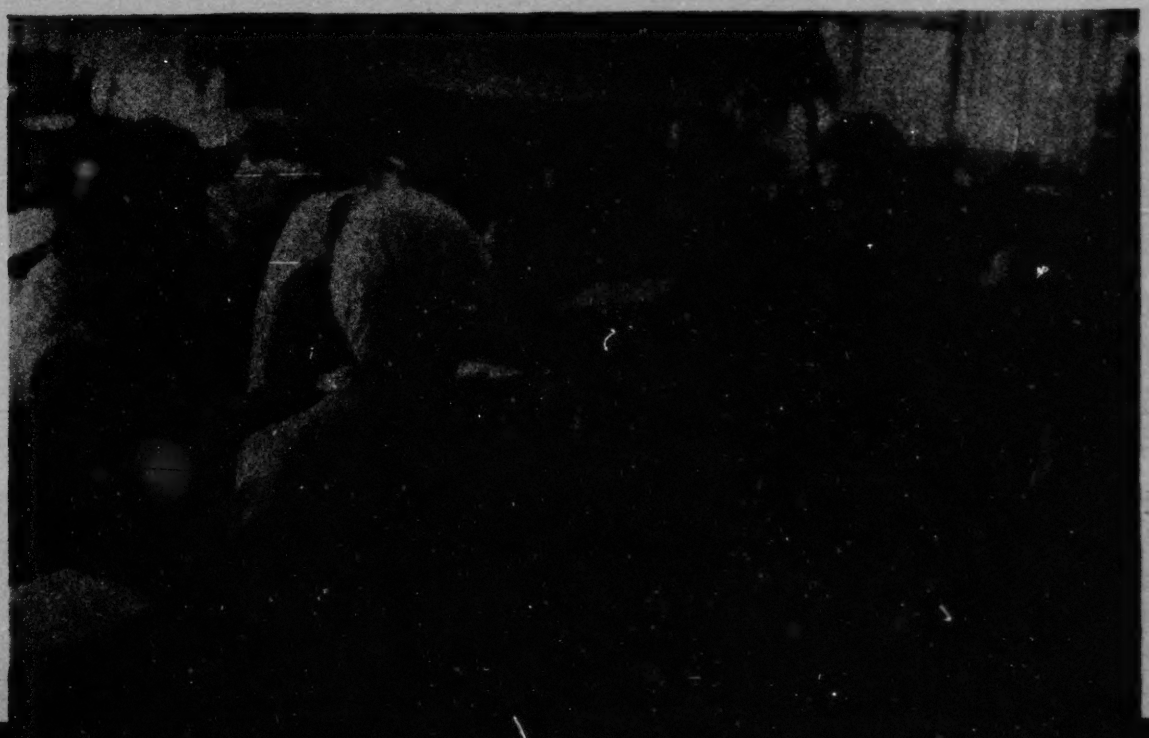
Plenary Session

12:30– 1:00 EVALUATION OF THE LIBRARY PLANNING INSTITUTE
David Taylor, Institute Evaluator

1:15– 2:30 Luncheon

Speaker: Jean Connor, Head, Library Development Division (ret.) New York State Library

Institute Adjournment



Monday, June 23

CALIFORNIANS PLAN THE FUTURE

Ethel Crockett, Institute Director

I would like to begin by describing the events which led up to this Library Planning Institute. When I became State Librarian, three years ago this August, I immediately faced my first budget session. The Legislative Analyst recommended that I develop a new formula for funding to more effectively use available state aid. Of course, I complained about the low level of state support for public libraries. Feeling totally incompetent to develop the formula alone, as indeed I still feel, we looked into the possibility of having outside assistance.

It turned out, I happily discovered, that under the Library Services and Construction Act we were expected to produce an evaluation of California's use of the funds which, to a great extent, had been used to support Library Systems. We had never undertaken an evaluation, so these two needs fell together very handily. Thinking that a neutral evaluation would be best, we proceeded to develop a Request for Proposal, and subsequently invited bids from a number of companies. A few responded, a half a dozen or so, and of those the firm of Peat, Marwick, Mitchell & Co. met the requirements of our request and had the experience most directly related to the kind of evaluation which was needed. You all know what's happened since then.

And now we're here—we've got Peat, Marwick, Mitchell's final report and I feel very strongly that I need, want, and am counting on your reactions to the report and your advice as to how we should proceed.

I've read both the draft report and the final report, and I've noticed the differences between them. I want to say right now that I certainly thank all of you who responded to the draft. We had a small group of evaluators come to the State Library; Charles Nelson, Genevieve Casey and Bob Schulz were there from Peat, Marwick, Mitchell. We discussed the draft and got everyone's suggestions and criticisms out in the open. A number of librarians wrote very long letters—really documents. Their suggestions were excellent and gave ample evidence of the thorough-going study which they had made of the Report.

"We've got an opportunity now to get the Legislature to listen."

The Peat, Marwick, Mitchell consultants responded so well to those criticisms that they've come up now with a very logical, readable, and lucid report. It should be the major aid in our planning, whatever we decide we now want to do to forward library development and service in California. The study itself is substantial and I'm sure that it will be used not only in California but elsewhere. I dare say it will be replicated rather widely. As a matter of fact, we've already had requests for copies from all over the country.

I think we've got an opportunity now to do something we haven't been able to do before, which is get the Legislature to listen. Our Legislature is alerted. Many of our Assemblymen and Senators know that this study has been going on; they've been waiting for it; the Department of Finance has been waiting for it. The Legislative Analyst has said he's not going to recommend any increase in library support until we've acted upon the recommendations of the study.

So here we are; we've got people listening, and now is a time when we can make changes. I don't mean that we're tossing out everything. We'd be foolish not to keep the very best of the past. Certainly there's a lot of good

in our present mode of cooperative library service, and we'll keep that. But this is the time when we can toss out what really isn't working. Let's not kid ourselves about some of the unworkable elements of our past programs, but get rid of them, and develop new responses to the needs.

"Certainly there's a lot of good in our present mode of cooperative library service, but this is the time when we can toss out what really isn't working."

A second point here is that in effecting change in California, we haven't much to dismantle. We don't have a big organization that's sitting in an office building built with LSCA funds, a great superstructure of highly-paid staff whose livelihood depends upon our continuation of our present plan. Our System structure is loosely-knit and flexible. We should feel fortunate that we have the flexibility to make changes without the need to dismantle accouterments of the past. I expect that we will come up with a new program in the near future.

So what do I expect of you? I expect that you're going to develop a program we will present to the Legislature. I think you're going to recommend new legislation. Maybe we can't do that in a week; I wouldn't be surprised if we didn't complete it in one week even though there is urgency to complete it. My "pie in the sky" desire is to complete our entire legislative program here this week. Unless some marvelous miracle is passed, and you complete the whole task, I believe you will supply the ideas for a California State Plan and be the informed nucleus of a task force which will complete legislation for the plan.

Believe me, we've got a timetable as tight as you can imagine. I think we should present new legislation in January, 1976. We've got to spend the summer and fall working out a legislative package which will be acceptable. I believe that this group, in the course of our deliberation, both formal and informal, in group discussions, in casual groups, meeting and talking over meals and so forth, will during this week develop full understanding and appreciation of the substantive findings of the Peat, Marwick, Mitchell report. I hope you will subsequently acquaint others who are not here to have this opportunity to develop full understanding through the evaluation process about to take place.

There is a key point that we need to understand as we try to reach consensus or agreement. That is, we must have some formal agreement on what constitutes a decision. When have we decided we've decided? It is essential, because we cannot have some of us thinking, "Oh, yes, that's fine; that's what we are going to do," and then next week have others saying, "We didn't decide that at all; we just talked about it." We've got to have some formal way of knowing when we have agreed that we have made a decision.

As I have said, during this next week we will develop the constituency for the legislative process. From our deliberations there will be the need to disseminate the findings of this meeting and to develop an awareness among those who were unable to attend of what's going on, what we determine our needs to be, and what the feelings are. We're the ones who are going to decide, to a great extent, what California will do, not Peat, Marwick and Mitchell. We're the ones on the springboard, and we're going to get that springboard really bouncing this week so we can take off on our chosen program.

"When have we decided we've decided?"

One word of caution—I guess it's just a personal feeling—but a concern about the Legislature and the legislative process. Regardless of what we decide to do with the final Peat, Marwick, Mitchell report we should, to be politically wise, hang whatever legislation we're proposing on the report. Try to keep the language of the report. The legislators know about it, and the language is certainly the kind which they, the Department of Finance, and the library public understand. It's clear language that will get through from our heads to their heads, so whatever you do with the content, be sure you couch it in the form and language of the report.

Well, I believe that out of this group I shall have just about the best planning, evaluation, and implementation body to assist me and the State Library staff that is possible to pull together. I am very pleased. But once

again, what do we all want? Well, let's think a minute about the goals we should set for this Institute.

First, we're going to develop the plan of library organization, and second, we're going to design a plan of support for it. We should develop a plan which provides optimum service to library users at a minimum cost, which is acceptable to the library world. In other words, it's got to incorporate high library standards at low cost. We do have to think minimum cost. When Barbara Campbell called this morning to tell me of the strike vote in Santa Clara County yesterday, and the way she's been forced to cut back library services even before new salary demands from county employees and librarians are met, she re-emphasized the tight financial circumstances we all face. That's one of the critical issues we are dealing with—the hard realities of budgets in the future.

Another issue we're going to deal with, and the most important of all, I guess, is improvement of library services statewide. This Institute is actually involved in that process. To succeed in meeting Institute goals, we must lay aside local issues and take a statewide approach. I hope all of you will "think big". Think statewide rather than confine deliberations to your personal experience and your individual library's need. Listen to your neighbors as they describe their requirements. Try to set aside, as much as possible, personal bias. How hard that is to do! I have a terrible time doing it myself, but I think that's what we have to do. Maybe we'd better tell each other when we think bias is getting in the way of the broad approach. Let's try to be open-minded and let's try to think new.

There are other critical issues to face. We've got to recognize the good in the System's structure we've got now, and acknowledge what's bad about it, so that we can keep the good and toss the bad. We should evaluate the Peat, Marwick, Mitchell alternative structures. Consider the problems the different alternatives raise, their strengths, and how they could be modified to fit California even better. Also, we've got to agree among ourselves what we think we need.

"To succeed in meeting Institute goals, we must lay aside local issues and take a statewide approach."

State funding is a critical issue. On what basis should we ask for state support and at what level? This question requires clarification of local and state responsibilities, and that gets us talking about local autonomy versus centralization. But in any case, we should be trying, I think, to develop a satisfactory structure for the present which will foster growth of library services and will be adaptable to future changing needs as they develop; in other words, a flexible system so that we don't have to run back with new legislation for every change.

We must define the interactive roles of different types of library interests. What support and assistance can school, academic, public and special libraries give one another? What are the complementary values that we can realistically employ and enjoy? We must consider the effect of automation on any structure we design and plan accordingly. Then there is the issue of library standards. It is imperative that Californians develop a set of standards which encourage the concept of equal access. What about improving staff performance? How are we going to develop attitudes and increase skills so that with limited staff we will provide excellent, maximum assistance to our library patrons? Is continuing education the responsibility of the state?

I hope you will really participate fully, making your contributions, interacting on these matters and voicing your concerns. Help the Institute achieve its goals by working to resolve the problem. Help to determine what steps should be taken to improve library service to the user.

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LIBRARIANSHIP TODAY: SIX VIEWS

Ethel Crockett

First of all, I want to introduce Genevieve Casey. She hardly needs introduction, having been actively involved as a library consultant throughout the course of the Peat, Marwick, Mitchell study. However, I do want to bring to your attention that Genevieve Casey, who is a professor at Wayne State University, participated in the development of state plans in Michigan, New Jersey, Indiana and Ohio, so she has already got an idea of the kinds of problems we face when we're trying to develop or change our own state plan in California. Last year she surveyed intertype networks throughout the United States for the United States Office of Education. Some of you may have seen the short report of her survey that appeared in *Library Journal*. She teaches public library services and interlibrary cooperation at Wayne State and she also coordinates the continuing education program there. Genevieve, do you want to stand up and say a few words to the assembled multitude?

Genevieve Casey
Professor,
Department of Library Science,
Wayne State University, Ill.

Multitude is right. I just want to congratulate all of you here in California. It seems to me that you are on the threshold of developing a plan here which will be a model for all of the states.

It seems to me you are in the most advantageous position possible now. Advantageous in the first place because as you move into this critical phase of your planning, you have had the wisdom to spend really about a year in this long, careful, painful, in-depth, expensive look at where you are now. And to the degree that wise planning is based upon a comprehensive look and knowledge of the facts of where you are now, there is every reason in the world why your planning should be productive.

In the second place, as Ethel has indicated, you are really in an unparalleled situation, it seems to me in California, among the major states, in that you can move into a plan here which is relevant not to the problems of 10 or 15 or 20 years ago, but relevant to the way it is now, and the unknowable way that it may be in the future. In many states that I have observed and worked in, the present day architects of library organization are finding themselves like a person trying to remodel a house that is full of many, many bearing walls. You don't have, as Ethel says, those bearing walls to anything like the same degree in California and in that sense you are going to be able to do something that is different than anywhere else, possibly, and can be a kind of model. In that sense, I think, you can be the envy of library planners all over this country, and this world, indeed.

"Some of the most intelligent, informed, experienced, creative, brilliant librarians in the world are here in this room."

In the third place, I think your position is marvelously advantageous because you have magnificent, again, unparalleled resources. You have this big, affluent, populous state. I know you all laugh: what means affluence these days? Sure we are all in a kind of financial crunch everywhere in the world, I suppose, but certainly, comparatively speaking, realistically speaking, you have resources to work with that can build a magnificent design. You have the resources that are in this room and around you in this state. Certainly you have a commitment on the part of the state to excellence in many ways, a commitment that is mirrored in some of the best libraries in the world, of every kind. There has been commitment, support of libraries

in this state, even if it has not been specifically for public libraries at the state level.

You have something to work with, and most importantly you have yourselves to work with. It is certainly no hyperbole that some of the most intelligent, informed, experienced, creative, brilliant librarians in the world are here. They are here in this room and they are here in this state, and there is no reason, again, why you cannot come up with a model that the rest of the country and the world can follow.

There is another resource that you have, perhaps the most important resource, and I hope it is the resource that we are all going to keep very much in the forefront of our minds in the course of this week and what comes after. That is, you've got 17,000,000 or so users and potential users, and they are what this is all about, aren't they? And I think to the degree that we can keep our minds fixed on those users and their needs as realistically as we can, we are then going to be able to overcome the barriers that are here to the development of a really magnificant plan. So I congratulate you in being on the threshold of something so wonderful, and I guess I congratulate myself, and I thank you for letting me have a part in it. Thank you.

Ethel Crockett

I begin to feel better already at hearing Genevieve Casey tell us what a great group we are. Of course, I've been knowing it, but it's wonderful hearing someone come from Michigan and say it. I have another resource individual whom I have known since assuming this job I am into now and for whom I have the greatest respect and admiration, and who is going to be of much help to us this week. Those of you who don't know her, I want to have get to know her really well. She is Jean Connor from New York. Now, Jean Connor was head of the library development division at the New York State Library until she decided to retire last year; I can't imagine why, but she did. She was there during a period which is very similar to what we are in now, when New York state was organizing its library system and setting up its statewide interlibrary loan system, NYSIL, New York State Interlibrary Loan. Jean can tell you first hand what was going on in New York, and I am sure it would be a very special help to us. I am sure that she is as busy or busier now than she was before formal retirement, and when you get to hear her speech you'll know why. Jean, will say a few words to our friends?

Jean Connor, Head, Library Services Division (ret.), New York State Library

It's good to be with you. One way the planners of this program felt that we might become acquainted in this short period was to ask each of us the same question. They asked me to choose one critical issue in librarianship. That reminds me a little of the old question, "If you were cast on a desert island, what one book would you take with you?" Usually the answer comes back the Bible or the collected works of Shakespeare, with the thought, I gather, that they would last and they would occupy and entertain you. So I thought, what one critical issue would I take as the major one facing librarianship today, and of course, I look and speak from the background of my experience in state library development work, which is always a sort of overview. The issue I would define simply as, putting it all together.

It is, you know, the question of how can we put it all together that faces the National Commission. It faces this state, and yes, it still faces my state and many others. It is an issue basically of relationships, of the articulation of the parts and creating a new whole. Let me draw for a moment from the New York experience.

For perhaps 20 years now the central focus of development work in New York State has been centered around the question, how can we knit it all together. In our case, we were knitting together some 700 public libraries,

over 200 college and university libraries, many, many, strong special libraries and school libraries. What we have built is 22 public library systems which include in their membership the 700 individual public libraries. Above this are nine regional reference and research systems which include the majority of college and university libraries in New York State and include the 22 public library systems. We have a strong State Library which serves as a backup resource and it serves as an automated referral and switching center for the NYSIL, or New York State Interlibrary loan program which taps 12 major research libraries in a backup interlibrary loan program.

Now you can see these relationships and this putting it all together involve geographical relationships, fiscal relationships, legal and others growing out of technology. Four points of view about this problem of putting it all together, quickly. First, I view it as an evolutionary process, one that involves change, growth and constant regrouping. While the New York State structure has been 20 years in the making, I do not consider it fixed nor finished. Secondly, the problem is of such dimension and such complexity that it demands creative leadership and the best minds and talents of our time. Thirdly, no matter how creative any single individual, I believe the problem is so complex its answer on how to put things together will only be found through group effort. And lastly, because the challenge demands all of our best, it is difficult but it's fun. That's why I've been in development work, that's why I stay in it, and I hope you will find that the volume I have chosen for you and that you are going to be engaged in will both occupy you and entertain you while you are on this desert isle.

Ethel Crockett

Thank you. I think you put your finger on it, putting it all together. I know that I feel putting it all together is the interesting and exciting job we face. Another individual who has great experience, who can help us in certain aspects of our task of putting it all together is Alma Jacobs, the State Librarian of Montana. When I asked Mrs. Jacobs to make a comment about her efforts that would be related to what we are doing here, she said, well, just tell them that I am experienced in planning for library development in areas characterized by few people surrounded by space. We invited Alma Jacobs here because of her real, deep understanding of rural library develop-

"The issue I would define simply as, putting it all together."

"I worry about preserving individual interaction between the reader and the book."

ment and the problems that that entail. The problems of soliciting adequate library service support from local governing bodies and the problems that one must surmount just in providing services over these large areas of space. We certainly have comparable parts of California that need to be addressed, where the problems are such that I am sure Mrs. Alma Jacobs can be our great resouce person. Alma Jacobs, would you like to say a few words, please?

Alma Jacobs, State Librarian, Montana State Library

Thank you. If you were to look in my library window, you would see me sitting there worrying. I am a worrier, and I worry about a lot of things, but most of all I worry about the precious opportunity that librarians have and this opportunity, it seems to me, is one that enables us to provide for use in a way that is almost the only way left: individual interaction between the reader and the book.

I like that idea so much that I worry about preserving it for our users. I worry because the competition for the tax dollar has become so great that a deep concern is sufficient funding for this very important service. I don't want the delivery of library services relegated to an unimportant status, so I chafe at any barriers that librarians themselves insert into keeping the library doors open and easy of access.

Ease of access, then, for the users is the one thing we want to keep in mind, and drop all the others in appropriate alphabetical order behind that one central concern. There are a lot of artificial deterrents. Somethimes it's the way we've always done things before. Sometimes it's the way we've always done things before. Sometimes it's just based on traits of human nature that we've battled with since the beginning of time. But whatever the deterrents, they have to fall in the face of our hewing to the mark, and it seems to me we hew to the mark regardless of all the barriers.

We just have to be sure there is easy access to the collections we've been building, many of them very fine collections we've been building for years, or else why did we build them. That's all there is, it seem to me, there isn't any more. We provide well for our users. We make the delivery of services just as simple and easy as possible or, and this is a terrible alternative, someone else squeezes us into intolerable positions by poor funding and that's an intolerable situation for our users. So that's why I am sitting here, worrying.

Ethel Crockett

Alma Jacobs, I think you've got a lot of company. Now I have a special honor this morning in introducing Mrs. Clara Jones, who is the director of the Detroit Public Library. Mrs. Jones, Clara, has had a career-long interest and involvement in urban community organization for the public library. As you can see, between the two J's, Mrs. Jones and Mrs. Jacobs, we have these two great concers of urban and rural library development, and we may get their ideas because they are such specialists. Mrs. Jones has been on the ALA Legislative Committee representing public libraries, and her many years in Detroit with the urban problem fit her particularly well to think in parallel terms to our urban problems. Before she got into urban library work, she did have considerable experience in academic libraries, so she can see another side of the picture, too. The very special honor today that it is my pleasure to tell you of, is that Clara Jones has been elected to become president of the American Library Association.

Clara Jones, Director, Detroit Public Library

Thank you, Ethel. I bring you greatings, as each one of us does, from my home location. Those of us in Michigan look to other states to see what they are doing in order that we can profit by their mistakes and perhaps do better. That is a help to all of us. Here in California, you do have a very happy set of circumstances from many points of view.

In the first place, you have a charge from your Legislature to come up with a plan that they intend to work into legislation that will carry real meaning. That means that this conference is not just an exercise, it is real and it is leading to something that will be very meaningful to all the residents of California and therefore to all the rest of us around the country. It means that librarians in California are in the position of having the handle on things.

You know, so often in library science we find that we have to work with what's left, what we find, what we can manage to squeeze out. Libraries of all kinds are taken for granted, sort of like mothers are. We are really at the heart of civilization. What would civilization be without libraries? The flow of civilization comes through libraries, and yet so often the planning, the big planning, particularly where money is concerned, does not include libraries in the front line. They come somewhere down further.

When you review the security of librarians, you see this. In order to have a university of any kind, a school of any kind, you must have a library. Yet when budget cutting time comes, so often in a school library, (once I worked in a high school library), there is a cut there because they would think that some teacher can come in and do what a librarian does. You know that kind of thinking. In special libraries certainly research is a part of the profit-making process. Where would the scientist, the industrialist, be if it were not for the information that is contained in the library? Therefore, the special librarian plays an extremely important role, and yet the specialties of the librarian and his or her contribution are not ranked salary-wise with specialists in other parts of the industrial complex. The salary is lower, the budget is just what that librarian must have and no more or little more, and you carry it down the line.

I know certainly in public libraries that we are competing with the garbage department for our funds and with parks and recreation, with the water department and so on, and the city fathers are apt to say, well, we must pick up the trash and garbage and we certainly have to have water. All of this is true, but also where would this technological civilization be if it were not for libraries? So often we are near the tail end and we do yeoman service. We aren't really discouraged permanently; we work with this and we keep offering our services.

But in this instance, in this time in California, you have a handle on what is going to happen. You have prepared the ground. The fact that this charge has now come from the Legislature is no indication that it actually originat-

ed there. It originated with you, and you have worked through the years trying to gain an increase in your funding, trying to work out better plans of operation for your various kinds of libraries, working with legislators, educating them. You have educated them to the point where they turn around and give this charge to you. In other words, you are really in the driver's seat.

Now, of course, this is going to entail a great deal of work, even beyond the planning, beyond this week and beyond the weeks to come when you go out in your community. It means that you 100+ people here will be the ones who will carry the word out into your large space, to your 17,000,000 people, but at your grass roots level, and I mean that in a very important way. The support will be generated, it will be marshalled. Those legislators think that they are going to give you something, and in reality you are earning it for yourselves.

You will have a very great deal to do with the kind of legislation that comes. It is not going to be just what they are willing to give you, but what you are willing to make them see that you must have. You are, happily, the envy of the nation because if you can do this in your big way, where it is spelled out life-size and dramatically the way that California usually does things, then it means that the rest of us can point and say look, it can be done. We take inspiration from you.

I am very glad to be a part of this effort. It has been extremely interesting, and I have been a little bit amused. I'm only a visitor to California, but since we've been here since Friday, to all of you newcomers who though you are Californians are not familiar with the campus here, I have been saying, "Oh yes, the dining room is over in that building", feeling very knowledgeable, and "We go up one floor for our meetings". It has given me and those of us who are really only visitors a chance to be host and hostesses here to you in a very small way. I believe that this is going to be a very important conference, a very exciting one, one that is part and parcel of reality, and that is what we want.

Just a word about my election as Vice President, President-Elect. I am very glad that there is a year of apprenticeship when I don't have to plunge right away into full responsibility, but will be able to work with Allie Beth Martin. She and I have worked together very closely on a number of other projects and we look forward to working together this year, so that the spectre of the heavy responsibility is a year away. Therefore, I can relax and enjoy myself this week and next week during the conference. Thank you.

"This time in California you have a handle on what is going to happen."

Ethel Crockett

Thank you, Clara. Now, let's see, I look around and I say, is Brooke Sheldon here? Oh, she is here. She's such a peripatetic person I thought that between breakfast and now she might have had to trot off to Washington State or something for a minute or two. She is the travellingest librarian I think I have ever known. First time I tried to contact Brooke Sheldon, I think it cost me $45 in telephone calls. I heard first she was in Florida, and I called Florida and they said, "No she's not here, I think she's in New Mexico", and I called New Mexico and they said, "Well, she was here but I think she's making a trip to Alaska." I think that's what led to your being a member of the Alaska State Library staff. It was about that time when you were making your first exploratory trips up there. So Brooke is nominally located in Alaska, but she does travel around a great deal doing training workshops, planning and evaluations. Brooke Sheldon is an expert in group processes and also is very much into continuing education. We feel very, very happy that Brooke Sheldon is able to be here this week, and I'm

particularly grateful because she has been able to come down from Alaska, stopping en route someplace else on a number of occasions during the planning of the Institute, so we have had considerable good contact with her. Brooke Sheldon, I'm sure you've got something to say to everyone.

Brooke Sheldon, Consultant, Alaska State Library

If everything goes well, I hope I'll stay all week and maybe even into next week for ALA. I'm worried too, Alma. I'm worried about following the new next president of ALA with a broad view on librarianship, so I think I'll focus my remarks a little bit.

As Ethel has said, I've been involved recently in some various training efforts and in spite of Walter Brown's recent cynical but clever article that some of you may have seen in *Library Journal* on the merits of continuing education, I am led to believe that there is a clear concern for staff development, not only nationally but in this state. As Genevieve said earlier, you have vast resources. The resources here in continuing education are so great that it seems to me the biggest chore is simply to coordinate them. We know it isn't difficult to assess training needs. We know it is not difficult to isolate priorities. So my thought for today is in the area rather of implementation,

and this goes as much for information delivery to the patrons as information delivery to staff members.

It relates to the realities around us, and I might cite the recent Roper survey that you may have seen which said in 1974 television was the major source of news, leading its nearest competitor, the newspaper, by more than 18%. More than 40% of the people would pick television as their most desirable media, far outleading newspapers, magazines, radio and so on. This is true for the well-educated as well as the less educated. On the average, the people in this country are spending three hours daily watching television. Two and one half hours, if you have a college degree, is being spent in this way. In this study, in ranking local institutions the local television station rated higher than the police or the churches.

Well, I don't have to belabor this point, but there should be a way to exploit these realities as you are designing new delivery systems. Let me just give one example in training, the community library training project in Alaska where we had the problem of needing to provide training for people who could not travel or could travel infrequently to a central location to receive it. We were opportunists in a way. We had this problem and so we piggybacked on the coattails of a multimillion dollar experiment, NASA's ATS6, the Applications Technology Satellite, where at the modest cost of $45,000 we were able to provide training to people in remote communities with color television and two-way radio interaction so that they could talk back to us. The point was, we were getting out this information to the small libraries which are in fact the vital links in our statewide network.

"Where is it written that information found in libraries cannot be effectively transmitted to users via the new technology?"

It turns out that in this little experiment of three components, the correspondence course, the workshop and the TV, the workshops turned out to be what the participants thought of as the best part of the experience. We learned a lot from that little experiment that we intend to use later on. It seems to me that we are nationally and locally and certainly on a statewide basis building our data bases. We are achieving bibliographic control, but where is it written that information found in libraries cannot be effectively transmitted to users via the new technology? Thank you.

Ethel Crockett

It's appropriate that we hear now from Sol Spector. Sol is an expert in synthesizing. He is a professor at California State University at Sacramento, and we have asked him to be a member of this resource team because he is good at synthesizing and he is not a librarian. So it is, I think, fitting that Sol follow the rest of the introductions because he is going to have a different viewpoint, and as he said, he is going to provide images and reflections of the library and librarian from the viewpoint of a consumer. Sol Spector, I can't wait.

Sol Spector, Professor of Social Work, California State University, Sacramento

You put me on the spot, Ethel. You know what the definition of an expert is, somebody who is a long way from home. I wish I were Walter Cronkite right now, following what Brooke said, and say, "And that's the way it is"; fade out and time for coffee.

When Ethel asked me to make a couple of remarks about my view of librarianship, I naturally got very nervous and started to worry also, (I'm a worrier as well), because after all, who am I to make any comments about librarianship and the critical issues that you face? As a non-librarian, it would be awfully arrogant of me to even attempt that. So I am going to say a few words about being a user, as you say, a user of library services. I have a couple of random reflections and images that a conversation with Jean Connor the other day kind of touched off, and I thought I'd mention them. My views as a user of your service is heavily influenced by I think three factors: one is my early childhood experience as a kid, two is my experience

"There is a vast potential of support in the community."

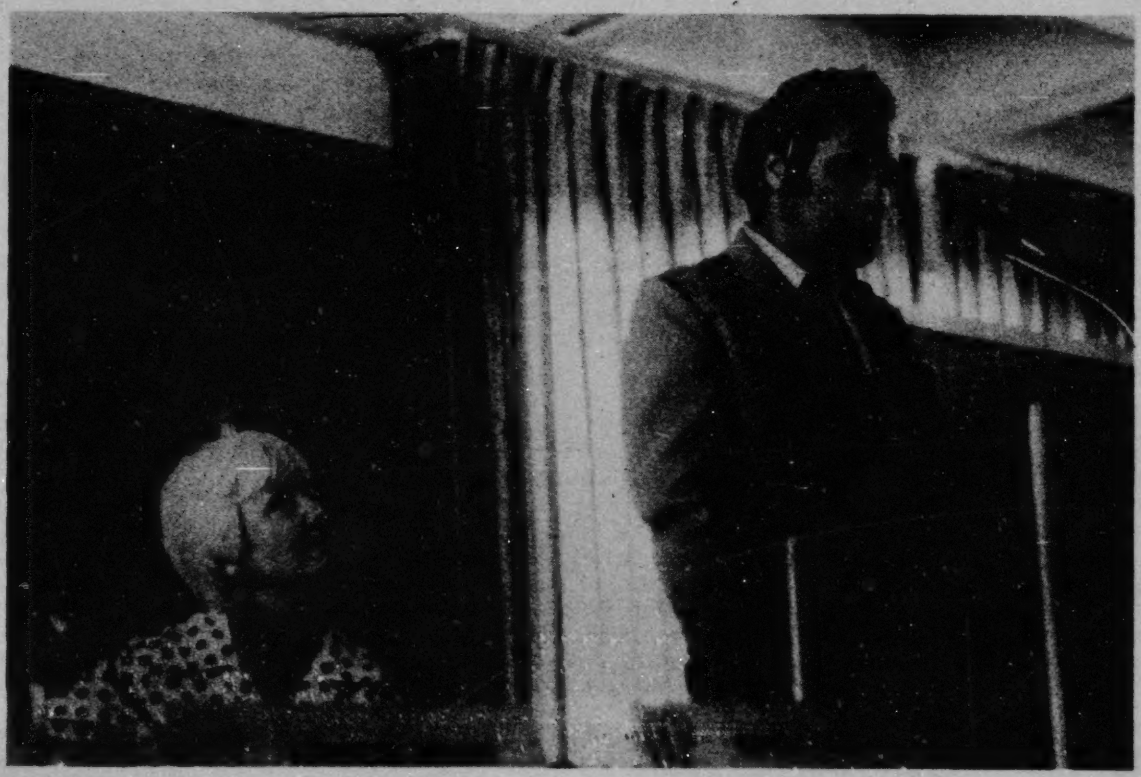
"Without you I'm a dead duck."

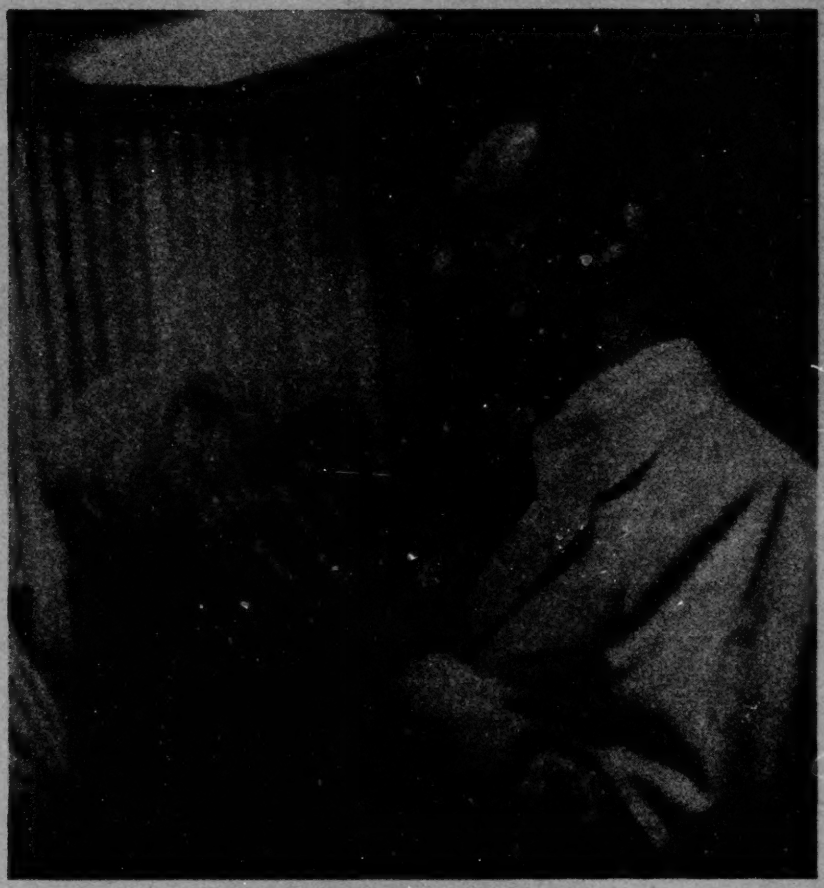
as an adult working in communities, and three, generally my total life experience, and what do I mean by that?

As a kid, I developed an image of a librarian and the library as an institution which I didn't think about too much until my conversation with Jean, and I recalled the kind of feeling that I had. The library was a place of awe, not intimidating to me, but a place of awe and great respect, because it was the depository of books which represented knowledge. When I went into my local library I was terribly impressed with walking up the wooden staircase made of beautiful oak and the oaken desks and the smell of books and the whole atmosphere which was very warm to me, and I spent a good deal of time in my local library. So that has remained with me, I think, and has influenced my view of you as librarians and of the library as an institution.

Now today, I'm in a different bag altogether. Working at the university with the complexity of information that we have today, I am totally dependent on you and your service in order for me to function. Without you I'm a dead duck, and I know it. I could not work and I could not really function without your service, and I respect that service and I respect it very profoundly because it means that to me. In another way, the librarian serves as a literary and informational detective for me, without whose services I could not function.

In communities too, I don't know whether you have an opportunity to get feedback from your users and from the consuming public generally about your service, but in communities that I have worked in the library has assumed a very special place in the lives of people. In communities where I have worked where citizens were involved in planning community facilities invariably the number one priority, at least in my experience, has





been the development of a library building as a community facility. I don't know if that's unusual or other people have had that kind of an experience, but I have, and I began to wonder about that kind of thing and it seemed to me that with many communities having a public library building is a sign of community status, that maybe the community has arrived, and it's very, very important.

There are many, many people out there who are users who I think feel the same way that I do. Maybe they have not had the opportunity to formally convey that as I have the opportunity to formally convey that, but there is potential support out there for the kinds of issues that you are struggling with and trying to resolve. There is a vast potential of support in the community and the opportunity to communicate your concerns and involve that support is, I think, a very important factor to be considered.

Ethel Crockett

I think perhaps from having heard these resource people for a few moments you'll see that we really do have some pretty good help with us this week. Many of them have come from a long way. But for Sol Spector, they are from out of state.

But when you come right down to it, it's Californians who have got to do it. We've got to develop the California plan. We've got help, we're getting help from everywhere we can get help, but we've got to develop the plan.

THE PEAT, MARWICK, MITCHELL REPORT: PRESENTATION AND HIGHLIGHTS

Ethel Crockett

I worked this last year with Charles Nelson and it's been a very good, interesting, educational, informative experience. I have found Charles Nelson to be a fine person with whom to do business and a fine associate, and I appreciate his own intellectual attitude and the character of his decision-making process. He has had a lot of experience in the very sort of activity he's done in California, having been involved in a like manner with the development of the New York State plan, the Three R's. When Charles Nelson came aboard as director of this study he came from a very solid base of working with library programs and problems and people. His activity with the Peat, Marwick, Mitchell Co. is in the area of non-profit institutions, universities, colleges, libraries and so forth. I am very pleased that he is here this morning to talk to us about the report, and that we may have firsthand knowledge from him as to some of his views of this report. Chuck, it's a pleasure to have you here.

Charles Nelson, Study Director, Peat, Marwick, Mitchell & Co.

Thank you, Ethel. I am very pleased to be here on this first day of your Institute. I want in particular to express on behalf of my colleagues who worked with me on this study and myself our appreciation to those of you who have been working along with us, especially those who did a critique of our first draft. I think I have written a personal letter to each of you who wrote comments and criticism, and have tried to indicate the extent to which we accommodated ourselves to your criticism. We were not able, as I am sure you could expect, to accept and agree with every criticism we received, but we did in fact make some changes in the report as a result of your comments. I found them all extremely constructive, and I thought it boded very well for this week's meeting that so many people have given the report such careful attention. I'm in fact going to be in a little trouble this morning dealing with an audience which partially consists of people who have an intimate knowledge of the report and others who I assume have not yet read it. I'll have a little difficulty bridging that gap and I hope you'll bear with me if parts of what I say sound a little old hat.

Let me also say, since you're going to be dealing over the next week in some detail and I trust with some very careful attention to the text of our report, that there are a couple of errors in it and I thought I'd better mention them now and tell you that we are in the process of making corrections. In Chapter 12, there are two tables, one on the top of page 12-10 and one on page 12-11, which deal with the eight largest states and their relative support from state funds. Some of these numbers got transposed and we have now prepared stickers with the corrections on them which will be distributed hopefully today, but certainly sometime during the next day or two. Happily, those changes do not in any way affect the conclusions or the general environment which we intended to present with this data, but it is very important since this document will be coming to the attention of your legislators that we have the correct figures. I guess you wouldn't be too surprised to learn that it was Jean Connor who found this one.

There are also some very minor editorial errors. I despise them all myself, and apologize for them, but there is also one substantive mistake in the report which I must call to your attention, and I don't know how it slipped by us. On page 12-5, the fourth paragraph beginning with the words "Funds appropriated", the last sentence should be struck, which reads, "It is recommended that all funds distributed to systems be matched by locally collected funds." Let me tell you a little bit about the history of this one. We came to the conclusion after reading your critiques and listening to your comments, that we were wrong in our previous recommendation in the first draft that the funds for the sustaining services should be matched locally. We then went very carefully through the text and eliminated all reference to matching in that portion that dealt with the intermediate library system, and somehow or other we overlooked the correction which was intended for the other alternative, namely the continuation of Public Library Systems. We do not recommend that matching funds be required locally for sustaining services funds. Those of you who have not yet read the report may not know what the sustaining services fund is, but I'll get to that a little bit later.

Now, turning to the report itself, I thought what I would do is to try to deal as we go through it with certain matters which appear to us to be more important than others. There comes a point when you are writing a report when you can't decide that you are going to put all of this in larger letters or all of it is going to be underlined. You try to say things emphatically, but perhaps I could be of some added service here this morning by giving a little extra emphasis to one or another of the points that are contained in the document. So for a little while, I will go through parts of this report with that in mind, and of course I stand ready on conclusion of that to respond to your questions or comments.

You'll notice that the report begins with an executive summary. I'm not going to make any other comments on that except to say that summary was designed for reading by a busy legislator or non-librarian in the government who does not know the complexities of library service, hopefully to try to give him the message of what the main points are in this report. At the time we wrote the executive summary, we did not know that your new Governor was such an avid reader of documents and reports. Now I have reason to think that maybe he will even read the executive summary himself, and if he does so I hope it will convey to him the message that was intended.

"Much of the System planning that was done in the '60's was based on expectations that funding would be increasingly generous."

I'm also not going to make any comments on Chapters 1 and 2, Chapter 1 being the executive summary, and Chapter 2 simply the background of our study which you are all more familiar with than I am. Nor am I going to comment in any detail at all about the development and organization of Systems in California. Let me say, however, that there is one thing I think that is implicit in Chapter 3 that has a great deal to do, in my judgment, with the environment in which we now look at library service, and that is that we are no longer in the '60's. Much of the System planning that was done in the '60's was based on expectations that funding would be increasingly generous, especially federal, that libraries would continue to get their share, that in fact they would perhaps be getting an increasing share as they demonstrated the need for their services.

We found in fact over this period of perhaps getting close on to 10 years now that it has been quite the opposite, that funding is beginning to look very grim and that the library's share of the dollar, whether locally or at state or federal levels, seems in fact to be shrinking. The whole approach that seemed to be appropriate to a time of take-off, optimism, affluence, and dollar bills in the air, is no longer the mood in which it is appropriate to look at the future of library funding. We've got to be tough-minded and we've deliberately taken a very hard-headed approach in this report with the view that we've got to convince the Legislature and the Executive Branch that what we ask for in the way of funding is absolutely required, and that the evidence that it is required is as plain as the nose on your face. That's

the position we've taken and that's why, although we are suggesting that the need is several multiples of the present level, we are not tossing around $17 or $18 million on the grounds that it would be nice, or that that's the level at which some other states are supporting libraries.

In Chapter 4, I think there is one element that is worth particular attention. On page 4-12, at the bottom, we begin for the next seven or eight pages to deal with System programs. I think it's important to stress that even before we began the data collection process with you last September, a very important achievement had already occurred and that is that you had substantially agreed with us on the identity and the definitions of the programs that would have to be costed. That was being done in the process of setting up this elaborate, fairly expensive and I'm sure somewhat tiring four-month period in which the cost data were collected with your help. What we have in this chapter, which is, I really believe, a joint product of representatives of 20 Systems and ourselves and those who are consulting with us, is programs identified, programs defined, and in most cases, measures of performance for those programs, and in the library field that's a rarity.

"We have programs identified, programs defined, and measures of performance for those programs, and in the library field that's a rarity."

If you concur with these identities and definitions as you go through here, it provides a very sound basis for any further work that you might chose to do in the way of program analysis, costing of programs, and measuring the degree to which program objectives are in fact being achieved, by Systems or by any other cooperative venture of libraries. So we have here the identification and the definition of interlibrary loan, the distinction from it of interlibrary reference, equal access, bibliographic resources, coordinated collection building, material selection, the audiovisual program, central cataloging, central processing, staff development, outreach, publicity and public relations and System administration.

Chapter 5 contains the results of the reference survey. I suspect that most of you were at the CLA meetings. This is the only part, I believe, of our study which was leaked in advance by our report to you there, so many of you may have some familiarity with this from that report. It is a very sobering chapter, and one which I think all of us have to look at with a good deal of concern. If indeed the test questions were reasonably well chosen and if the test was reasonably well administered, then the results of that test indicate a very great need for improvement in the quality of library service and therefore apparently in the training of library staff. Let me just refresh your minds by reviewing with you on pages 12 and 13 of Chapter 5 the findings and implications.

Page 5-12; the major findings. Overall, the performance of the libraries was surprisingly poor. You find in the preceding pages the details of that. You will recall by the way, that there were three tests performed. The first was one in which a member of our staff came into the library with a list of titles and having looked at the catalog identified a couple of titles that were not in the catalog of that library, and therefore, if they were to be found, would have to be found by some other method, thus testing the loan function. Then the request was made and what happened subsequently was what we were in fact looking at. The data is all laid out. The second test was performed by telephone, and involved some fairly elementary questions of a reference type. Those questions are also reported in the Appendix. The third test was performed by a reference librarian, although the identity of that person as a reference librarian was not known to the librarians who were visited, and that involved presenting a fairly complicated subject for reference referral, a subject which, however, any library could make some small start on, but which in order to do an adequate job would require garnering resources from other places than the library visited. This test was performed by the same person in all the libraries visited, ten of which were member libraries and ten of which were non-member libraries, and they were sort of matched up in parallel.

The second finding, libraries which were members of Systems performed significantly better on all three parts of the test than non-System libraries. The needed materials were produced more often and delivery time was shorter. But the performance of System members was still considerably short of outstanding and delivery times in most Systems were still overlong.

Third, the failure of library staff members to perform well was a frequent reason for the poor performance of libraries, both members and non-members. The most obvious and consistent staff error was not taking advantage of the wider resources available through the System or from other sources. This would include the crucial ability to determine the user's exact need and to refer the request up through the resource chain in a form that would be most likely to result in the need being met. What can best be described as attitude was another too frequent cause of staff failure, and so on.

The fourth point observes that performance of the State Library as a backup for both System and non-System libraries was less than satisfactory.

The fifth, and if Sam Prentiss were presenting this, (he supervised this research survey), I think he would make a little bit more of this point: a formidable array of rules, regulations, procedures, and resource choices varying widely from library to library was encountered throughout the test, confusing to him, confusing to users.

"Libraries which were members of Systems performed significantly better than non-System libraries, but the performance was still considerably short of outstanding."

Now what are the implications as we see them of the results of this reference test? Well, at least the following. First, the need for extensive backup collections with the structured relationship to the borrowing library is reaffirmed by the test. That is to say, it is very clear from the test that we've performed that there was no way that adequate service could be provided under these test conditions except if a referral pattern was followed. Two, the relatively superior fill rate and fill time of Systems over the State Library in the test indicates that under present conditions the Systems are definitely able to perform more effectively in the backstopping role. It cannot be concluded from this evidence, however, that there is some intrinsic advantage in the present System structure over a more highly centralized backup arrangement. It would be necessary to study, among other things, the conditions which cause the State Library to function less effectively, whether its performance could be improved and at what cost and the comparative advantages of alternative backup arrangments. Third, the test inescapably forced one's attention again to the maze of library agencies and arrangements in California which have been created to fill some piece of the backup function.

Fourth, it is probably inevitable in loosely structured Library Systems that each System have its own rules and procedures, especially governing ILL and reference requests. While these are often designed to accommodate special local problems and conditions, and they may serve a useful purpose, they frequently build in delays and frustration for the library user. The fifth is a point about the pressing need for improving delivery time and the statistics on this, as on the others, are in this chapter. The sixth, the test did not probe as extensively as one might have wished into the existence and use of bibliographic tools, nevertheless there were examples where the process could have been expedited by existing tools but was not, and others where the process was undoubtedly frustrated by the lack of them. Characteristically, what tools of this nature are available are not comprehensive nor systematic. Solutions to this problem are not often feasible at the local level. They must come from systems, and networks on a substantial regional basis and from state and national governments.

The seventh is, I suppose, the most important implication of the research study, the need for training and monitoring of the quality of service provided at the reference desk. Eighth, is the concern again about the procedural morass; simplicity is a virtue here, one not often found. Finally, we make the point that the results suggest that it would be unrealistic to assume

that large numbers of persons will seek to meet their information needs where the expectation of success is no higher than it proved to be in most of the libraries in the test. Even more seriously, unless the case for support of public libraries rests on other services, where the measurable rate of user satisfaction is higher, the prospects for increased funding are not bright if the quality of performance demonstrated in this survey cannot be significantly improved.

Chapter 6. I would like to report here a little bit on the most complicated part of our work. This chapter, which is the longest chapter in the book, is an attempt to reduce to a manageable size in 28 pages the results of this cost study, and it's not just a cost study but an activity study which was conducted during the four-month period last year. An immense amount of analysis was done. We showed you at CLA, those of you who were present at the presentation, various scatter diagrams that we were playing with and charts and so on, all of which we abandoned because we couldn't find anything that would fit nicely into the patterns we were looking for. It's a very curious set of data to work with, in which the most obvious hypotheses appear not to be borne out by the data we have, yet there are some things here that are clearly worth noting in addition to the very important conclusion that we do now have, with a reasonable degree of accuracy, some actual cost data related to some actual programs and activity measures.

If you'll turn to page 6–10, I think we summarize there from all this data some of which is presented in tables and various ways what we found, some of which surprised us and I think will surprise you. In summary, there is no evidence in the four-month statewide data that the existence of a System union catalog reduces the number of transactions required to fill an interlibrary loan request or the time required to do so. A sobering piece of information. There is no correlation of fill rate with size of collection, as measured by the number of titles in the largest library. The data indicates no correlation of efficiency with nodal structure. Now that's maybe a new term for some; let me tell you how we use that word. If you'll turn back to page 6–7, the top of the page, we describe what we are using as the definition of nodal structure. Here's where we're talking about, the hypothesis we tested. It was also believed that there are more efficient and less efficient nodal structures for processing requests.

Nodal structure refers to the pattern for routing requests between member libraries. For example, if all requests are forwarded from member libraries directly to System headquarters, the System has a single node structure. Both the transactions per original request and labor hours per original request were compared for groups of Systems with different nodal structures. Six Systems have a single node structure; four Systems have a multi-node structure; two Systems have a no-node, or random structure; two Systems have a chain structure, where requests are forwarded to member libraries in a pre-determined order; and one System cannot be uniquely classified because it is a two-library System. We find from that there is no correlation evident here of efficiency with nodal structure, nor is there any correlation of efficiency with a combination of nodal structure and union catalog. There is no evidence that using a higher percentage of professional personnel increases the efficiency of processing interlibrary loan requests. There is some evidence in support of economies of scale, the greater the transaction volume the less labor hours per transaction, and hence the less cost. This in turn translates fairly well into efficiency correlated to volume, as measured by labor hours required to fill a request. Systems with the highest volume of requests typically have the highest fill rates. Perhaps the most significant finding is the lack of support for the most obvious hypotheses.

The data also suggests other interesting possibilities. During the four month period, there were 465,000 interlibrary loan transactions in the multi-jurisdictional Systems, and 334,000 in the single jurisdictions, for a state-

wide total of just about 800,000. On the other hand, requests totaled 240,000 for the four-month period. Total requests filled with System resources equalled 173,000, compared to the transaction total of 799,000. Looking to the future, an interesting question of library service management arises. Is there some way that the number of fruitless transactions can be reduced without unduly straining the large libraries? During the four-month period, the labor costs of the fruitless transactions approximated $488,000 statewide which on an annual basis could represent as much as $1,400,000, which I do not need to remind you is substantially in excess of the total state aid for Systems. We also paid similar attention to interlibrary reference questions. Let me refer you to page 6–12 for the summary on that, the middle of the page. In summary, there is no evidence in the four months statewide data that there is a correlation of reference service efficiency with any particular nodal structure. However, the four single jurisdictional Systems with single reference centers fall well below the mean in cost per request.

"Perhaps the most significant finding is the lack of support for the most obvious hypotheses."

There is virtually no correlation evident between the number of transactions required to fill a request and the hours required to fill a request. There is a wide range from System to System in the time required per transaction. Systems forwarding a high percentage of requests outside the System also typically apply more effort than the average in exhausting the System's own resources. As the fill rate increases, the cost per request increases. Variation in unit cost of ILR requests does not appear to correlate with the level of personnel used or availability of a union catalog. Fairly good evidence exists of economies of scale, as in the previous case; for the most part, as volume of transactions increased, hours per transactions decreased. Fill rate tends to improve with volume of request.

I'm going to skip now over the findings in relation to other programs, since the resource sharing programs are so essentially important and you can read these other at your leisure, but I would like to draw your attention also to the information in general on System costs on page 6–24. Just the first two sentences under the summary there. Total costs reported by multi-jurisdictional Systems during the four-month period amounted to $1.3 million, representing an annual cost of nearly $4 million. For single jurisdictional Systems, total System costs reported during the four-month period were $4.1 million, representing an annual expenditure of approximately $12 million. Now, with all the reservations we have about the comparability of the data of the single jurisdictions and the multi-jurisdictions, if we were even to forget altogether that $12 million figure for single jurisdictions we are still dealing with costs for System activity in the multi-jurisdictions alone that are five times the level of state funding in just the multi-jurisdictional Systems. You may have thought the state was paying for Systems; I hope we're all disabused of that by now. The state may have invented them and created them but they haven't supported them.

Chapter 7 is the chapter that deals with System funding. I'd like you to turn to pages 7–5 and 7–6 for answers to some of the critical questions that were put to us by the State Library in the formulation of the study. At the bottom of page 7–5, "Are System services adequately funded, including state, local and other sources of support?" It seems clear to us that Systems have been under-funded. That's not news to you, but the evidence that we cite here, at least, are our objective, outside opinions of how that can be demonstrated. Most systems have not been able to afford development of basic tools: communications systems, location tools, procedures manuals, and so on. The majority of Systems do not have adequate System-level staff, and must rely on the contributed services of staff of member libraries. There are not sufficient funds available to permit Systems to perform an adequate assessment of System needs or resources. Staff training in general, and particularly in the use of Systems, is severely deficient, and there are no funds available to reimburse the large libraries for services to non-resident users, which in some of their cases is a very substantial burden.

"You may have thought the state was paying for Systems; I hope we're all disabused of that by now."

I think it's also important to see in the summary form here what in our judgment would be the consequences if the federal funding, which is really in a very substantial way under-pinning the Systems, were to be entirely withdrawn. We say here in the middle of that same 7–6, "One can only speculate, but it seems safe to contend that some programs would have to be severely curtailed. Reference backup would revert to the State Library; resource sharing and information networks would be eliminated; staff development programs would be sharply curtailed; many delivery and communications systems would be curtailed or eliminated; virtually all outreach activities would cease; and film circuits would be forced to rely solely on local support. Overall, the effect would be that the public libraries of the state would be forced to spend substantially more for an inferior standard of service". That's what we feel would happen if federal funding were to disappear.

We were also asked this next question, "Is the PLSA formula as appropriate to single Library Systems as it is to multi-jurisdictional Systems"? Well, our answer to that is that, in fact, it might be less appropriate for the multi-jurisdictions than it is for the singles, because it is based on population and that would seem to be more appropriate for support of ongoing activities and much less appropriate for support of development, which has no relationship or very little, to a population base, and so on.

"Is the PLSA formula suitable to the objectives of the Act"? Well, we try to indicate what we understood to be the objectives by reading the Education Code Public Library Services Act, and concluded from that that it did not look to us as if indeed the formula is suitable to the objectives of the Act, and we say that clearly the common element in the PLSA funding is population. Is population a realistic index? We conclude that it's not, and therefore anything that's based primarily on that is not going to be a very good measure. So we have here in I hope rather straightforward language a very sharp criticism of the basic, fundamental groundings on which PLSA is currently set.

"We have here in straightforward language a very sharp criticism of the fundamental groundings on which PLSA is set."

Chapter 8 is a kind of summary chapter. We have gone over much of that already and I won't deal very much with that, but there is again another section in this chapter that deals with the funding formula and that's perhaps central enough to your concerns that I would like to draw your attention to that as well. That begins on page 8-8 where we say, "In the Request for Proposal, three questions were posed for the consultants, calling for an 'Evaluative Statement' in response." The first question was, "To what extent are the activities currently funded by the Act appropriate to the purposes of the Act"? Now, we break that down into two parts. First, what activities does the Act fund, and we show that. Then, to what extent are these activities appropriate, and our answer is that it appears to us that none of the activities are inappropriate to the Act, and that the concentration of funds in resource sharing is well advised.

The next question, "Given an overall philosophy of library service that focuses on bettering service to the individual citizen, do the activities currently funded by the Act relate to such a philosophy"? We interpret that question to mean, are you really spending money on library service, or are you just fattening up the comforts and refreshments of the professional library personnel? We concluded that, in fact, everything is concentrated here on delivering better service to patrons. Whether one succeeds with it every time or not is another matter, but in that sense we see definitely a very close tie between the activity and the philosophy of the Act.

Then on the question, "How well have the purposes of the Act been accomplished"? We conclude only moderately well, and we list on the bottom of page 8–9 and top of 8–10 what the Act says and our judgment of the extent of the accomplishment. We conclude that section by saying that it will be seen by studying the above summary that those objectives which

can be achieved by lack of action have been more fully accomplished than those requiring affirmative support from the state.

We then had the prospect of looking ahead, knowing what we found out about the behavior of Systems, their structure, what they do, what it costs, and how that relates to the current legislation. We turn in the second part of the study to the next decade and our suggestions for the future. Now, one of the prescribed parts of this study, (and most of it was fairly well prescribed in the Request for Proposal), was that we would try to make a projection of demand for library service over the next decade so you would have some basis on which you could then talk about the magnitude of the need and the amount of money that would be required. A perfectly reasonable request; a very difficult one to meet. We looked at three things, indices of change in the characteristics of the population to be served, indices of change in ability of public libraries to meet the demand, and indices of growth in the level of interlibrary demand.

This chapter and the work we did in connection with it led us to a conclusion which we found very surprising, incredibly simple, and had a tremedous effect on the way we look at the future of the California Systems. There is a curious process which goes something like this, you examine the assumptions and you begin to think about it, and you say, well, population will grow at such and such a rate, and then you say, what does that mean for library service? Well, what evidence do we have indeed that there is any correlation whatsoever? But then we have a further problem. We are not dealing in this study with library service at all. We are dealing here with interlibrary services, with System services or the equivalent of System services. Is it fair to make the assumption that interlibrary demands will vary with general library demands? And of course as soon as you see that, it becomes perfectly obvious that these do not correlate.

That's another reason why the whole idea of basing library support on population or population change doesn't make any sense if the direction of funding is for the support of interlibrary activities, as it is when you think in terms of Systems. So then we see the reasoning behind this which I think we see all over the country runs something like this, that since there is no way we have of getting hold of the question, what kind of services and what quantities do we in fact provide, we'll have to look at indicators that are very remotely related in some way, the education level, or the population growth, or something else. But this is false.

We do, in fact, now have evidence and data that relate directly to the quantities of library service required, and if you limit it to System services, interlibrary relationships, the bulk of that is measured and the key indicator there, of course, turns out to be those interrelationships that libraries have with another, reflected in good part by interlibrary loan and reference service. Now, if it turns out that the indices of general population change show a very slow growth, and the indices of change in the ability of public libraries to meet the demands show adverse results because of what is happening to prices and inflation and so on, and then you find in your third index that growth in the level of interlibrary demands has been very sharp and increasing steadily, what do you do with these numbers? Do you average them all together or what? Our conclusion is you ignore the first and second when you are dealing with Systems. You take the thing that directly measures not the whole of the activity but is a very good indicator because itself represents more than 50% of the activity. So if we've got a very good measure of more than 50% of the activity itself right in front of us, staring us in the face, why should we go out anywhere else for numbers to give us a clue as to the future?

Let's look then at the demand, as represented by interlibrary loan and reference requests and we see right here the reason why so many libraries are straining under the present condition. The demand here seems to be

growing at the rate of about 20% annually. Now we've really got something we can get a hold of, and we've got the evidence.

"We are not dealing in this study with library service at all. We are dealing with interlibrary services."

A very interesting thing happened over coffee. Jean Connor said, I don't know how we got this 20% figure, but she thought we had borrowed the figure from New York because she says NYSIL figures show 20% growth for interlibrary loan. That is very reassuring to us. I don't know if they're right, but here we've got two completely independent studies. We didn't even look at the NYSIL figures, that is at the growth rate figures that she was talking about. In New York they are now using the 20% growth rate figure on the basis of the data they've got, and they've been collecting it for a good while. We've taken the data, the best we can get, and it's not perfect, but what it seems to indicate if you sort of average out all the changes is an annual growth rate compiled of about 20%, and that seems to be the best measure we have of the growth of demand for interlibrary services. So that Chapter 9 is deceptive. There is something very simple there, and one of the things I've learned in studies is that oftentimes the simplest thing turns out to be the most crucial. This is certainly one of the crucial things.

Chapter 10 explores alternatives. This is a complicated chapter. I don't think it will be possible for me to deal with the alternatives in great detail, but I would like to describe the method for you, and the chapter itself, which I hope you'll have time during this week to look at fairly carefully. The chapter itself describes each of these and why we felt that one or the other had to be abandoned. But let me describe the method.

The method, first of all, was to take the requirement that we had when the study was set up, that we must consider alternatives that include the possibility of substituting new types of structures in place of existing Public Library Systems as well as the possibility of augmenting Systems. It was a given of the study. So that really forced us to reach out and say, hey, is there any other way to do this? And therefore, we had to think of a lot of possibilities, and what we did was stretching our minds and imagining things and talking to a lot of people. We came up with these five alternatives that are in this chapter. Then we discussed them with various groups of you, on various occasions; said, these are the ones we have been able to think of, have you got any more suggestions? We also got some comment on the ones we were thinking about. Then we began to say, all right, these are some possibilities. Now we have to ask ourselves, if one were to make a choice among them, what would be the criteria you would use in evaluating the alternatives? That may be in the end the most useful part of this chapter for you, unless you just decide to buy our solution lock, stock, and barrel, which of course would surprise me greatly; most clients don't do that.

Let me at least point your attention to page 11 and 12 of Chapter 10, just as a reminder that we have laid out here rather nakedly the criteria that we felt were important in making choices among alternatives. First of all, *Resource sharing capability*. Alternatives which replace Public Library Systems should be capable of providing the high priority resource sharing programs, and to a secondary degree, provide for other system programs. Alternatives which augment Public Library Systems should provide significant opportunity for the increased effectiveness of System resource sharing programs, and to a lesser degree, other System programs.

Next, *Upgrading capability*. Any alternative structure proposed must provide for the ongoing upgrading of its resource base and the staff required to function adequately. Next, *High fill rate*. One of the primary goals of any alternative structure should be the capability of providing backup to Systems, or directly to public libraries, which will satisfy the maximum possible percentage of interlibrary demand. Next, and this shouldn't be forgotten, ease of implementation. The attractiveness of an alternative structure hinges in part on simplicity of implementation, with minimal disruption of existing patterns.

Next, *Personnel concentration.* The higher the degree of personnel concentration and specialization in the structure, the more attractive it is from a staff development standpoint. We were looking at that reference study, and we said, all right, some training has got to be done, and some intensive effort has to be made to improve the quality of service provided by people at the reference desk. What we are saying here is if the personnel are more concentrated, it will be easier to identify them and therefore easier to concentrate the training. That's not an overriding consideration, but it's one that ought to be taken into account.

Cost effectiveness. To the extent that an alternative structure can reduce the number of transactions required to fill a request, the greater its potential cost-effectiveness. *Sound financial structure.* Alternative structures which require less reliance on in-kind contributions from participating libraries are easier to manage and account for financially. And finally, *Capacity for growth.* An alternative structure with the flexibility and capacity for meeting rapidly growing demand is required.

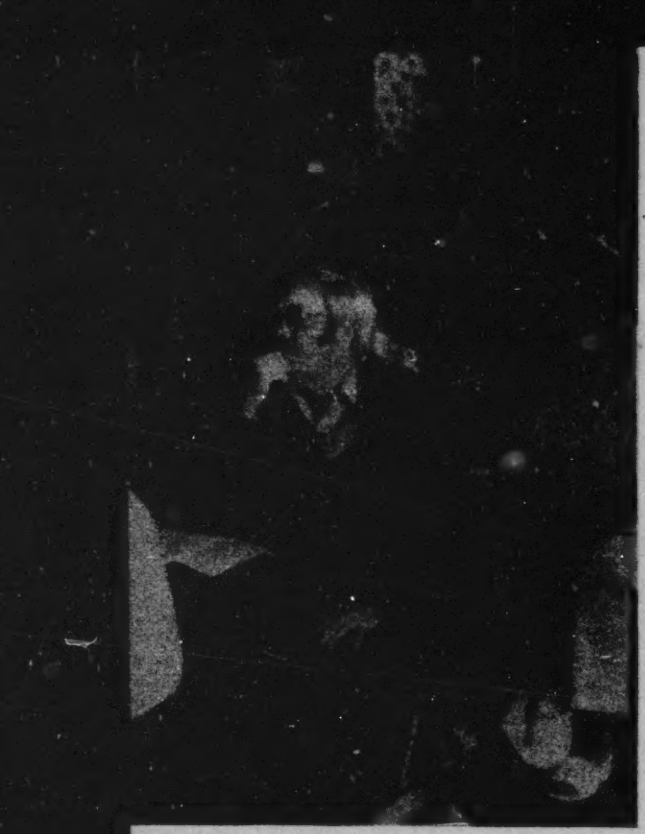
If you decide this week on some other alternative, I hope you will, in the process, go back to these pages and ask yourself whether it's because you have felt that there are other criteria which are not on this list that are more important or because the solution you've come up with better meets these criteria. But I hope you won't ignore them.

Chapter 11 deals with two workable structures. One is augmenting the existing Public Library Systems. When we say augmenting, we don't mean making more of them in number, in fact we suggest they should be fewer, but augmented as they are now by various relationships and cooperative endeavors that weren't really contemplated in the structure when they were first created. Our other alternatives we have described as the designated intermediate library. Most of you, or many of you, have had an opportunity to discuss this and I suppose one thing I might mention that is quite important is that there is one common feature for either of these alternatives. We don't see any reason why it needs to be different whether you go one route or the other. That is the top level consortium that we are proposing for the backup, a consortium of the strongest, richest collections in the State which will be on a two tier basis with the large public libraries in the initial stream of receiving the requests and then referring them to the strong research collections at Stanford, Berkeley, UCLA, and the State Library if they cannot be filled at the public library level. I would also mention that in this Chapter 11 we do try to indicate in much more detail than we did in our original draft how we see the Regional Library Council working and what their relationship would be to the State Library. I think the role of the State Library emerges a little more clearly than it did in our earlier version.

"Interlibrary loan and reference demand seems to be growing at the rate of about 20% annually."

Chapter 12 is the funding chapter in which we try to deal with how the funding should be done. We try to deal rather specifically with the problem of whether or not we can fund single and multi-jurisdictional Systems in the same way. We have suggested that the problem disappears in part if one adopts our proposal for the intermediate library structure because it is not a jurisdiction-based structure. If you do maintain the jurisdictions, we indicate that we can only see four ways to solve that problem, (that's on page 12-3), of how to handle the arrangements when we have a public Library System and how we handle the single jurisdiction. Number four is the solution that we propose as the best route for handling the funding of the single jurisdictions.

Then we describe the formula. The details of it are all laid out, but in general I think you see that whether we go the route of Systems or intermediate library structure, the formula has two parts. The first part of the formula is to reimburse for the interlibrary transactions on some basis that will provide a sound ground on which those libraries that are most heavily impacted can continue to provide this service, even if it continues to grow at a 20% rate. The second part of the formula is what we've called a sustain-



ing services fund which is for the purpose of supporting staff development and other services such as collection building cooperation, the audiovisual, and so on. This would be tied by a ratio to the amount of money that would be provided for the transactions. However, the sustaining services fund would not go to the libraries as does the reimbursement. The sustaining services fund would be administered by the State Library and could be used in quite different proportions. For example, it might be that that part of the state that is most in need of staff development might be the one that currently is providing a good deal less in the way of service and therefore has not got much in the way of flow of cash from reimbursement of transactions. So there would be some freedom with that sustaining services fund.

We are also suggesting, and we hope the Legislature would like this idea, that although the legislation would indicate the purposes for which the sustaining services fund is to be used, it would not allocate the fund among those purposes. That would be flexible so that the library profession in the state can respond to the different needs as they arise without having to get a change in the law. The idea being that next year, if you have this kind of money, maybe you ought to put most of it into staff development, but it may very well be that over the years other important things will arise which would require major attention.

Those of you who were particularly interested in the earlier draft in the way we were handling the funding of intermediate libraries will notice also some changes here that may be of concern. One of the most important is that we now visualize that intermediate libraries might be considerably larger in number than we had thought before, and that for example in the given region there might be one intermediate library designated for interlibrary reference, but there might be several designated for interlibrary loan, and that in fact they might even be a part of the structure of a single jurisdiction System. So there are changes there that are of interest.

Then we show how we arrived at the dollars and Chapter 13, which I won't deal with at all, deals with implementation. There is no point in getting to Chapter 13 until you've decided which way you want to go. Then you deal with questions like this as to how to get there. So although we've dealt in some detail with what we think might be the structure for a staff development program, for a library council, an advisory council, and with what the State Library ought to do, and so on, and what year they ought to do it in, I won't go into that. Let me conclude, then.

We now have solid evidence that Library System activity is experiencing a period of rapid growth. We also know what the unit costs are of providing those services. there are signs that the existing arrangements for providing these interlibrary services will break down because of the overload on the heavily impacted libraries. There is then a compelling case for increased state support for interlibrary activity now. We are no longer in the position of pleading for help but unable to demonstrate the need. The evidence is in. That is why we believe that the library profession should boldly propose that its future funding be keyed to its performance, that the most compelling case in a time of fiscal stringency can be made for an organizational structure which is highly cost-effective and administratively lean.

"The library profession should boldly propose that it's future funding be keyed to its performance."

The evidence shows that California libraries have already delivered on that library cooperation which legislators have been urging on the profession for so long, but the delivery has not been paid for. So long as the evidence was not in, the obligation for the next move fell on the librarians. Now that the evidence is in, it is clear that although Public Library Systems were established by the State, they have been largely funded by the federal government and the in-kind contributions of local libraries. You now can document the services rendered. You can calculate the cost. With confidence, you can now present the bill.

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Ethel Crockett

Thank you, Chuck Nelson. That was a very helpful overview of the whole study and I'm sure that is what we are all going to be working on this week, isn't it? Do any of you have questions you want to raise now from the floor?

Question

[Question asking if designated intermediate libraries are seen as more efficient, why are costs higher under that structure?]

Charles Nelson

We anticipate that at the beginning of the structure the fill rate in the intermediate libraries would be less. The numbers are slightly higher, and it has to do with the fill rate assumption that we've made. While we think that in the long run the incentive would be great for the designated intermediate libraries to strengthen their collections, there's a premium to be paid for improving the speed with which response is made. Once the designated intermediate library is unable to meet a request, it goes directly to the top level consortium. Let's make the case of the same library at the intermediate level under one system or the other. Under the intermediate library structure, the referral goes directly to the top level consortium. That increases the speed but it also increases the impact on the top level. In the System structure, System resources will be explored. If that library thinks it might be able to find it locally somewhere else it will explore that method. That means that they will fill more requests intermediately but it will slow things up, because if they can't meet a request they will then go to the top level consortium and we will have this phenomenon, that is fairly well demonstrated over the four-month period, in which we have a very slow delivery because of the number of transactions required to meet the request. So we are sacrificing a little in total cost there at the top level consortium in the interest of improved service.

Question

[Question on automation and use of union catalogs.]

Charles Nelson

We do disagree, I guess, a little with some of those who criticized our first draft who felt that we have given, maybe, too little attention to the advantages of automation. We think that any union list is a very large expense and that one must always consider whether it is essential to create it. We think, for example, that there is a lot of stuff in the statewide union list that is not required for its efficient use. So we have tried to keep the amount of creation of that kind of searching device at a minimum. One can argue, for example, that in a Public Library System, one of the advantages of the System's structure is that if you create a System union catalog, you can search everything out in the area before you go elsewhere. What we are saying is that that is indeed a very expensive thing to do. The creation of the tool itself is very expensive, and if the fill rates are not going to be substantially better than they've proven to be in those Systems in which we do have union catalogs, we are a little dubious about that as being the most efficient solution. With respect to that intermediate library, yes, we do foresee that they will be in-putting into a central data file.

Question

[Question asking why the report seemed to ignore income levels and minorities.]

Charles Nelson

If we had come to the conclusion that interlibrary services were crucially affected by the factors you describe, this chapter would have dealt at length with such matters as age distribution, education level, growth of the population, geographic distribution, family income, and so on. The point that I tried to make earlier is that when we began to examine these measures, we

saw immediately that the thing that characterizes System activity is those things which are done, those activities which are carried on, that involve interlibrary relationships. Now, they are pretty much color-blind. We don't know what proportion of interlibrary loan goes for blacks. We don't know what proportion of interlibrary reference is raised by orientals. We don't know the extent to which questions coming to the reference desk are asked by rich people or poor people, and we were really, I guess, indifferent to it. Take them all, regardless, and look at the relationship of the interlibrary activity. Now, if we were studying the delivery of public library service as such, which was not the subject of this study, then I think, of course, our attention might be very much drawn to questions like, does the public library of this town or that town adequately serve its public, and if not, why aren't they reaching this group? But that, of course, was not in the scope of our study.

Question

[Question asking about reimbursing heavily impacted libraries for non-resident use.]

Charles Nelson

We noted in the report that the law presently obliges Systems to work out imbalances and that the multi-jurisdictional Systems have not undertaken this obligation, and we chide them for it a bit. We do believe that where imbalances are perpetuated that they should, in fact, be taken care of. Now, what we have done in part, of course, is to handle a portion of the problem through the reimbursement of interlibrary loan and interlibrary reference, but that doesn't take care of the traffic, if that's what you are referring to. People coming in from adjoining districts. We do not feel, however, that that is something which ought to be part of this package. We are suggesting that that's something that ought to be worked out among the impacted libraries and the local jurisdictions.

Question

[Question from a library Trustee who felt reference costs cited were too high, asking if there were some point at which it would cost too much to answer a question.]

Charles Nelson

I think that $7.57, which in this case is less than the average, maybe is not as expensive in my mind as I guess it is in yours. I would not exclude the possibility that some rules might be drawn up. I know that there are librarians who might reject that, but I think that is something one would want to consider. Certainly if costs for reference questions reached a point where they did, in fact, seem to be unreasonable it would be a question that would certainly come to my mind. I don't know where I would draw the line, but I can imagine one developing some. Can I ask this question generally? Is there any library here which does in fact exclude certain classes of questions automatically? Or did you want to respond in some other way, Wyman?

Wyman Jones

I wanted to respond to the observation, Chuck, and I can understand the Trustee's concern. I think it's an entirely legitimate one, but I think we have to remember that these statistics are based on interlibrary reference requests. That means that at the prime or the source level, the professional has failed to answer the question out of lack of expertise, specialization or lack of adequate resources backing up the effort. So we are now dealing with a secondary level and we are dealing with professionals, who like all professionals are well paid. You are dealing with a specialist. When your family doctor charges you plenty in the first place just to tell you, no, I can't handle it, and refer you to the next man up and you go to the next man up, he's a medical specialist. You are going to pay $35 to have your question an-

swered in 15 minutes or 5 minutes, or maybe $50, or maybe a lot more than that. What I'm saying is that the price tag on professional services, when you really identify it, always turns out to be high. It's just that it's very rarely, I think, identified, and I think it's just one of the realities of life. You know all of us read the annual *Fortune* survey of how much it costs to get a letter out of a business office. It runs to many dollars and it's very surprising to everyone. I think it's just built into the system. I mean, at the same time that it's costing us a lot to answer the questions at that level, at a lower level the questions are being answered much more efficiently, that is, for less dollars per unit. As you pointed out elsewhere in the report, it revolves on volume.

Charles Nelson

That's a very good point. I wonder if anyone here has any data. I suspect there are some somewhere which the gentleman might be interested in. Does anyone here have any data on the cost of handling reference questions that are not referred? This average obviously would fall, but how far it would fall I don't know, because the volume of questions not referred is typically much larger than the volume of those that are referred elsewhere.

Wyman Jones

I can respond to that question. We surveyed our own resources about two years ago as part of a budget effort, and at that time it was costing us something like 50¢ to 60¢ per reference question. That figure is up by now because of increasing costs, but that was the figure that we had at that time. I have a question I'd like to ask. In the report, you make a finding that the interlibrary reference activity has been increasing at a rate of 20% annually. I'm interested in knowing how you arrived at that conclusion, because at least to me and some of the people who are working in that area with me, we don't see the reality out there changing that much. We are trying to make consistent our experience with the findings.

Charles Nelson

Right. there are two sources that you might want to look at. Appendix H deals with some of the same data, but shows a little bit further how we get there. In chapter 9 we also deal with the question. That would be beginning on page 9–6. That's the data, then the calculation is in Appendix H, and you can see what the sources are.

Barbara Boyd

Our experience in the East Bay Cooperative is that a very high proportion of our interlibrary transactions is in response to requests from community college and high school students. I don't understand the basis on which you assume that responses to these requests for interloan would be best served by the six largest libraries in the state. There is a basic difference in the kind of collections that the universities provide and those that are frequently needed by community college students, for example. And the focus of your major recommendation is that we no longer ask our neighboring smaller libraries for assistance in these transactions, but that we go direct to the top.

Charles Nelson

Well, I guess I should make two points. One is that a great deal depends on what libraries are designated as intermediate, so that you don't take questions that ought to be siphoned off up to the top level consortium with any greater frequency than makes sense. We've tried in our report, on page 11–2, to indicate what we think would be a right proportion that would be met at each level. But the other point I want to make is that there are two public libraries in the top level consortium. They would receive the requests first.

Barbara Boyd

You are correct about that. However, I once knew something about the Los Angeles Public Library and a great number of their purchases were for single copies or two copies, and I know that the San Francisco Public Library has had more difficulty than I have in obtaining large book budgets. Therefore, my basic question is, are the resources there?

Charles Nelson

I think that no one can answer that question with absolute certainty, as to what's there. We do feel that it's quite correct to think that the major research collections of the universities are not necessarily the natural back-up for many questions that can't be handled locally. That seems reasonable that their libraries are not really keyed to that, and that's why we felt that it was important that there should be major public library backup in the first instance to requests that originated in public libraries.

Bruce Bajema

My question has to do with whether you made any effort at determining what effect, if any, the pure existence of Systems has on that growth rate of interlibrary transactions that is going on.

Charles Nelson

We did not look into it, per se. I can say, however, that in other studies that we've done there has been very good evidence that the existence of a service as a matter of right immediately creates a demand, and sometimes a demand which is substantially greater than anyone could possibly have imagined. I remember, for example, in New York when the Pioneer Library System was created in which the heart of it is the Rochester Public Library. Suddenly, people outside of the immediate center had access to the Rochester Public Library and some other resources as a matter of right under the program. I think no one who would have studied the problem in advance could possibly have predicted the rate of growth of those transactions. Now, the equal access provisions of the California law have certainly done a similar thing. So I would think that it is very likely that the existence of Systems, insofar that it has had the effect of making a number of people believe that they now are entitled to something which they may have felt before was being given as a favor, would undoubtedly have had an impact.

Under the two proposals that we have made as alternatives, I think the rights would be sensed as being the same in either case. At least, that would be our intent.

Bruce Bajema

Might not that then have a sort of tendency to plateau at some point for Systems that have been in existence over a number of years?

Charles Nelson

Yes, I suppose that that's something that one could predict. Let's suppose that they do. Although we were asked by the State Library to project for 10 years generally, we didn't go beyond five for this particular purpose and the reason was that we didn't see how anyone could possibly make any guesses that would extend beyond five years on a matter of this kind. It's certainly possible that a plateauing might occur before or after the fifth year. An interesting question would be, what's the impact of that? It seems to me that one of the important reasons why one ought to relate funding to levels of performance is that one then obtains funds, if in fact it is funded in accordance with that principle, that are approximately adequate to the workload, so that the need for constant growth in funding only exists so long as there is a constant growth in demand. If demand levels off, and funding has been adequate at the present, then, if one makes allowances for inflation, one has taken adequate care of the problem. At least, that seems a reasonable position.

Cy Silver

This is not a question actually, it's just a correction. A mistake was made earlier that state education programs require correction of imbalances. It actually provides that nothing shall prohibit the correction of imbalances, it doesn't require the correction. And I think one of the problems we are having now is we are running in the imbalanced situation.

Charles Nelson

I do have the impression that the language is a little stronger than that, that it places a kind of an affirmative obligation. Am I in error about that? Okay, I'm sorry. It's permissive, but it doesn't encourage? No? Okay, well, I stand corrected.

Question

[Question on union catalogs, asking if any study were done on performance of one System using its own union catalog as opposed to not using it.]

Charles Nelson

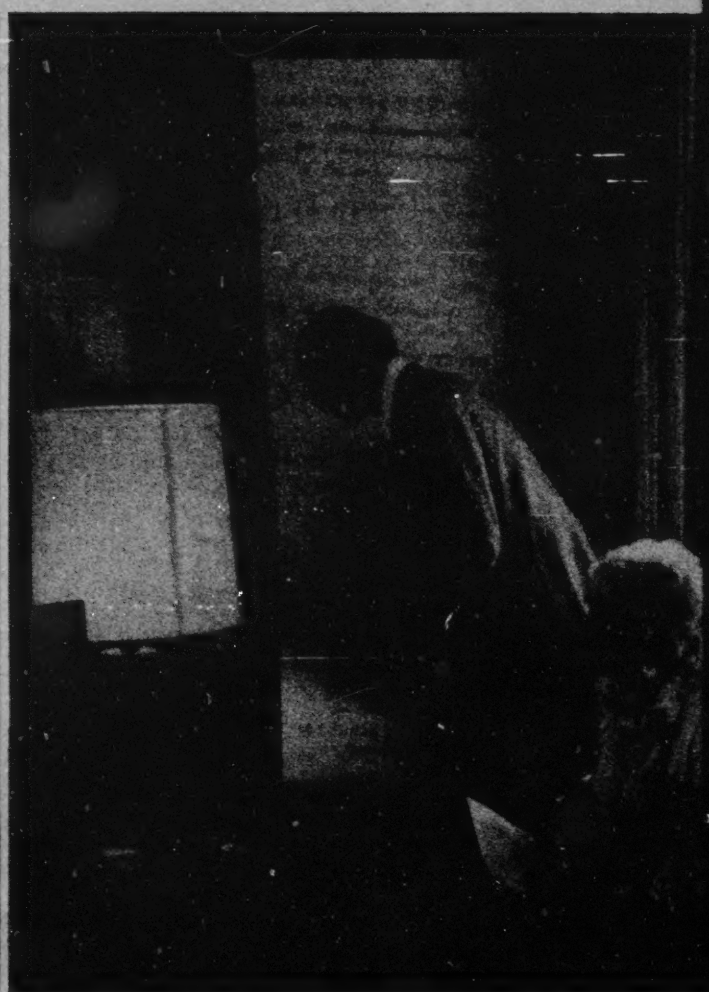
We have no reason to think that in a particular System that has decided to use a union catalog, if they are in fact using it properly, that they aren't getting some better service than they got before. But that still does not contradict this other surprising result, that if you take all 20 of these and then you say, which of these have union catalogs and which don't, and you try to correlate them with their success in handling, you don't get any correlation. So, there are lots of questions. I think there are more questions than answers in that data. Does it mean, for example, that in a number of these cases the bibliographic tool was simply not being used, that it was there but it wasn't being used? That's possible; that might account for it.

We are running out of time, and I'm going to have to leave very shortly for the airport. I do want to say that I'm very happy that Ethel invited me to come and share this first opening session with you. Let me just say one more thing. If it should turn out that as you get digging into this there are certain things that you can't get out of the report, that seem obscure, (I think most of the questions can probably be handled; Genevieve has been very heavily involved in the study), but take, for example, the cost data, there is an awful lot of stuff there, and if it should seem desirable or necessary, I would be very glad to get after one or the other of the people who worked in detail on various elements of this, Gary Gossard or Bob Schulz or other people who have worked on our study, and if we need to

dig out something for you to help explain where a number came from or where a calculation came from, we will be very pleased to do it. Thank you.

Ethel Crockett

Thank you very much, Chuck Nelson. I'm sure we all feel very much better and very well satisfied that we've had the opportunity to have you explicate parts of the study and the report. Thank you so much for coming.



THE REPORT AS A BASIS FOR PLANNING

Ethel Crockett

The Peat, Marwick, Mitchell report is a basis for planning and tooling up our work together. We asked David Taylor to help us on this very important part of the Institute because he is an expert in this area of evaluation, and in research, and because having a library background he would understand the problems and we wouldn't have to be teaching him about libraries. I had not met David until we got together for our first working session last Saturday morning, and I must say that I am very pleased with the David Taylor I met, and I feel absolutely certain, I am confident that you will be too. David, you and Sol Spector have big things to do this afternoon, so I'll let you start doing them.

David Taylor, Graduate Research Associate, Ohio State University

Thank you. The burden of the remarks I want to make should be done very, very quickly, and yet we're going to be talking about the procedures which we recommend that you use when you get together in small groups and therefore I'm afraid some of this may sound, well it is, contrived, but it may sound even worse than what we think you will actually experience. But before I get into a discussion of recommendations as to how you function together in ten groups of ten, I'd like to spend just one or two minutes in talking about how we arrived at the decisions that are described.

We want you to examine the PMM report in considerable detail, but we also want to tap your experience, your own thinking. The problem was if we set up a sequence in which you debated, discussed, argued, supported the study, a focus for your thinking would have been so framed that perhaps you wouldn't have been able to insert your own ideas, especially critical ideas. We had those concerns to start with, and we also wanted to provide a forum for a full discussion, which is to say a long discussion. We want to cover a lot of ground and try to reach, if at all possible, closure on what you want to do in the future.

As we thought about how to do this, we remembered in our experience in group decision making the great many times we attended meetings and felt dissatisfied about the outcomes. We thought about meetings where strong personalities dominated the meeting and forced their will on the group, leaving the more quiet, less forceful but no less intelligent and creative participants feeling that they didn't have a fair chance to participate. And then we were aware of the inhibiting effect of having a boss or an authority figure in the room. No one likes openly disagreeing with someone who might affect his or her professional future. So, in short the question becomes, how to structure small group sessions to provide an opportunity and incentive for *everyone* to say what they think and for everyone to participate in final decisions. Obviously, we think we have a solution and I'd like to try to describe it.

We have provided, to a degree that I have never seen before, a means by which we can evaluate each day what happened, gather your thinking about the progress that we are making, and make adaptations on the following day. What we have in mind is the following: today, to address a question which is up here on the board. I hope it doesn't grate on you because you could say, what the heck, haven't you read the PMM report? There's a lot of information in there about objectives and goals. But remember what I said

earlier, we want to be sure that if you envision major issues which the PMM study did not get to, or didn't do as well with as you would have liked, that you'll have a chance to phrase those issues the way you want.

We want to start here and at about 5:00 p.m., we hope, each of the groups will have produced five responses to this major question. "What are the major issues in statewide planning for library development in California?" This evening, having reports from each of the ten groups, Sol Spector and I will sit down and try to compile those in a way to assist the resource people, who will meet still later in the evening at about 7:30, in deciding to what degree there is some kind of consensus on the issues. If we can, we will select ten issues which will form the basis of the small group discussions tomorrow, so that you would take one of those issues and talk to how we can effectuate it, that is, what can we do about it, what do you recommend?

"What are the major issues in statewide planning for library development in California?"

I emphasize what we can do and how we can do it to try to encourage you to leave the more delicate question of who will do these things until Wednesday. At that point, when we begin talking about who, we're coming very close to the question of structure. That will allow us on Thursday to pursue this in more detail in terms of precise recommendations and perhaps at that time to face the question, if you so desire, of what kind of a legislative program is both possible and one that you could support. Then, (and now we're way out at a very iffy stage), it might be possible on Friday morning to get some plenary assessment of the ideas which have occurred, in essence, to give a stamp of approval on the package which will have then been developed. But that's a long way off, and as I said, we do have a means to try to collect your thinking as we go step by step and adjust to it. Each morning, starting tomorrow, there will be an open session in which the results of the preceding day's deliberations will be summarized principally by Sol Spector, and at that time you may be asked to again make some decisions about what directions you want to go.

Let's talk now in more detail about the small group processes themselves. I should preface this by saying that we have met with the group discussion leaders at 10:30 and explained this process and given them some literature, so that if you get lost in what I'm about to say you can rely on the fact that these people have heard it before and are thus a little bit more expert in what we're discussing. Okay, it begins with a silent contemplation and a writing out of the ideas that you as an individual have about this question before us. Each person writes out as many statements in brief, concise form as they can, relating to this. They do that without discussion with other people. The resource people, went through this process yesterday afternoon and felt that the system is manageable, and that in fact provided the last check on the ideas before right now and our trying to encourage you to use these techniques.

"The small group process begins with a silent contemplation and a writing out of the ideas you as an individual have."

So, a 10 or 15 minute period in which each person writes out a short, concise statement in response to this question. Then the moderator will ask a first person to read one of the statements that they have prepared. They will do this and a recorder will write or print that statement down on a chart or a piece of paper which will be glued on the wall. Then the second person is called upon by the moderator and gives one of their statements. And so the process goes round robin fashion till we get to the first person again, who then reads the second statement that they wrote.

We go round and round until, as we did yesterday, we produced some 38 responses to this question. At that point, the process asks that a serial discussion of each one of these issues takes place in which the moderator will say, will the person that made recommendation #1, which will be up on a chart, more fully describe what they meant? We are dealing with a brief description to start with and that person is encouraged just to make clear what their intention is, not to argue for it, not to debate it at all, just to make it clear. That process goes through all of the numbered recommendations that are made.

At the end of that time a vote is taken. You will have 3 by 5 P-slips, and you will be encouraged at that point to select from all of those that are on the charts in front of you the five issues which you think are most important. You do that, a tally is made of your responses, and these are marked up on the wall next to those items. Now, the purpose of this is to attempt to narrow down the number of issues which you, in a minute or two, are going to discuss. On that basis, we will probably find that a number of the issues that were posited drop off. Nobody really supported them, or only one or two out of the ten did. It tends to become clear rather quickly what the key issues are. Then a discussion ensues in which the moderator will ask,

"We want you to examine the PMM report in considerable detail, but we also want to tap your own thinking."

let's discuss issue #1 that has received this minimum number of votes, and people can speak in favor or against it.

After that occurs, a final vote is taken which hopefully will represent the summative feeling about each of those issues from the group, so that when that's completed, at about 5:00, the moderators will then deliver those sheets of paper and communicate with Sol Spector and myself about your reaction to the process. We then will sit down and try to pool it all and meet with the resource people later in the evening. We want you to adapt this system in a way that makes sense to you, and I would prefer not to go into any more detail at this time, because I'm afraid it's going to condition you in one direction or the other. Good luck with the process. We enjoyed it yesterday and I hope you find it useful.

4—85422

Tuesday, June 24

REVIEW OF GROUP SESSIONS PRODUCT

Ethel Crockett

In keeping with the plan for total flexibility, we shall now proceed to change today's program. We hope we are responding to the needs, views, and thinking of yesterday's session. Before I turn this meeting over to Sol Spector, I want you all to meet Dr. Herbert Dordick, who is going to be our luncheon speaker. He has come up from Los Angeles to be here bright and early so he can get a sense of what we are talking about and what we are doing, and can probably give you some assistance also. Dr. Dordick's main occupation, and perhaps preoccupation, is in the field of communications research. Many of you spoke of the effect that automation and new technology would have on the structure of a Library System and I think Dr. Dordick can give us a great deal of assistance. Now, without any further ado, I shall turn this meeting over to Sol Spector.

Sol Spector, Discussion Leader

Thank you, Ethel. Good morning. The sun is shining and my eyes are just about open; after last night's session, I'm not so sure. The burden of yesterday's activities was on trying to find out what you all can agree upon, the major areas of concern that you could agree upon, and now it's time to move on to the more substantive of your concerns, as expressed in the PMM report, or in my language, the real guts of the stuff. In the process of trying to arrive at what it is you can agree on, sometimes that can be somewhat frustrating. What I want to do, briefly, is to describe what happened, outline some of the suggestions, the ways we want to go, ask Dave to talk about some of the modifications in the process and some observations that he has made, and then move on to the work with a description of the actual technical details and what needs to be done.

"Now it's time to move on to the real guts of the stuff."

Yesterday at approximately 5:00 the moderators delivered all of the materials. In some cases we asked the moderators to rewrite the five major statements that each of the groups came up with. What we did at that point, after we had gathered all of these written statements, was to simply transcribe in the format that you see on that wall what those statements were, trying to use exactly the language and the sentence structure that was written to us. Last night, with the assistance of the resource committee, we attempted to categorize them or to construct five statements which summarized in the best way that our collective judgment could determine the leading issues presented by the moderators, and that was no easy task. I think you can appreciate the complexity of that problem, trying to take that language with all the nuances and different meanings and put everything together in a category which made some sense. Considering the difficulty of that, I think we did fairly well, although maybe not too accurately for some people. I would never have believed it, very frankly, before I got here, that it would be that enormously difficult. Then, we color-coded them in the way that you see on the board. That's a graphic way of presenting those items that were used to make the composite statement, and its laid out for

you in that way. And we think what is written there is a fair summary of what you came to get today.

The issues, very briefly, we categorized in this way: standards and criteria, staff performance, staff development, technology and automation, improved access, and roles across levels. Those categories represent the most important issues that were presented. Now, it is possible that you may have some question about how these are phrased. Feel free to rewrite them in your own way. For our purposes this morning, you may be able to phrase them a little bit better so that the group that you are working with will be able to respond more quickly, if you feel that they are inadequate.

What we would suggest this morning as a way of moving the process along is for us to form small groups, selecting one item for discussion using the process as outlined. That is, rather than continue with the same group that you worked with yesterday, there is an opportunity for you as individuals to zero in, very specifically, on the area of major concern for you. We ask you to select one of those that you are interested in, that you want to spend your time working on, and work with that particular group. Now, this presents some logistical problems, but if we follow the procedure carefully, I think we can eliminate most of the possible delay. We are asking you to exercise great discipline and limit yourself to a maximum of 12 people in a group. Although 10 would be desirable, 12 would be okay.

We would think that to agree on a new statewide plan for library development, we would need to address those questions in the light of the PMM report and how that report deals with these issues or concerns, maybe what are some of the strengths and weaknesses of the recommendations and alternate ways. At 12:30, we will ask the moderator to bring the written material to David and me here. Each group will need to select a moderator to handle that. When we receive the material, David and I will begin to try to put that together and summarize it in a similar way for presentation on Wednesday. At this point, I'd like to ask Dave to talk a little bit about the process as we have observed it and some of the modifications that we are suggesting.

REACHING CONSENSUS ON THE INSTITUTE WORK PLAN: CRITICAL ISSUES

David Taylor, Institute Evaluator

Well, while I'm as weary this morning as Sol is, I may have either misunderstood something he said or caught something that he didn't say. Actually, we identified eight basic issues, five of which we are asking you to discuss this morning and two items which are absolutely fundamental. Perhaps in the light of your response yesterday, two more important ones, those relating to structure on the one hand and funding patterns on the other, we felt would make more sense to get into after you have had a chance to examine these ancillary issues, because your solutions to the structural and funding questions will be largely dependent upon how you view these other issues. The eighth issue is really the broad one of goals and objectives, but we felt that those, that cluster, really ran through and was explicated in the other items, and we think they would be better left in that format. That is to say, when we're through discussing those seven items, we think you will have largely defined the goals and objectives.

When the discussion leaders came to us yesterday afternoon, all of them reported that the group was generally pleased with the process which we used. Some four or five of the leaders expressed group enthusiasm for the process. In summary, almost everyone referred to the complexity of discussing issues. There are so many facing us, but granted their difficulty they found that the process seemed to work quite well. We do suggest, with modifications, that you continue to use the process. Based on those remarks, I believe that the silent preparation of statements today directed to these five questions is a very valuable process in getting ideas out in the open and being sure that you are covering all of the major items of interest. Again, I think the round robin technique is valuable in this regard, each person mentioning one, and going around until those ideas are exhausted. But then,

rather to limit the second round robin to simply an explication, a crystalizing of the intent of the person that made it, I think it would be useful to loosen that so that you have some discussion at that point before you begin to use the voting process to winnow down the list.

We still feel, again based on discussions with people, that the secret voting device is very valuable and probably quite efficient, but the charge today is somewhat different. It is not as it was yesterday, essentially to eliminate those items which, while some people felt strongly about them, did not garner the support of the group as a whole. Today, the charge is to produce as complete and as comprehensive and definitive a statement of your group's response to each of the five questions as you possible can. That's going to be difficult. In those latter stages you may well end upn squabbling about language, and we don't have any real advice as to how that kind of pain can be avoided. But I think you'll agree that to try to generate as definitive a statement as possible will be immensely valuable in the policy process.

We can't emphasize too much the necessity to utilize the PMM study just as much as you possibly can. That may well be far and away the best data base for the discussions that we have, so do take that report with you to the meetings, and refer to it constantly. I think it would be wise for some people to take on the burden of injecting PMM recommendations, for the sake of debate, even if they themselves may not totally agree with it. I think those issues should be gotten out and examined up close, and of course we want you to supplement those ideas with your own thinking. Basically, I think that's it. Again, we will, Sol and I, be available for you if you have any questions either about the process or some of the other logistics.

Sol Spector

I think it's well if we recall that what we are thinking about here is the statewide plan for library development, and if we can kind of keep clear that we are not thinking, for example on staff development, necessarily so much what the local library might be able to do but what kind of statewide plan might be appropriate to staff development. I thought yesterday sometimes we got kind of confused in that area.

I am going to reread the statements. They are, 1) What ought to be the criteria for evaluating the adequacy of services and resources? 2) How ought staff performance be measured and improved? 3) Which automated services should be developed to what extent? 4) How can we improve access to resources and services? 5) Define activities and relationships for each level, local, regional, state, and federal.

Thank you, and good luck. I hope you don't have a stampede. Walk, do not run to your nearest group.

Ethel Crockett

I want to bring to you Herbert Dordick, who is a person I find most interesting. There have been seven of us sitting at the table, enjoying lunch time with him. Some time ago, when I talked to a number of people, I said this Institute should have a futurologist. We've got to be with it, and when they have these big meetings nowadays they have somebody talking about the future. The futurologists who were suggested to me turned out by and large to be people who are concerned with ecology and environment, and it seemed somehow that that didn't relate quite as closely to our library concerns as I had hoped a futurologist would. Interestingly enough, the speaker we are going to hear tomorrow, Calvin Hamilton, who is a Los Angeles city planner, and I got together about his meeting and I told him what my concern was. He said, well, we've got the right man right here in Los Angeles, and told me about Dr. Dordick who is a research expert and specialist in the field of communications. He is with the Annenberg School of Communications at USC, and when we talked together at some length we decided that it was indeed appropriate to hear from him, with his views of the future and communications and libraries. I'm delighted that you are here, Dr. Herbert Dordick, greetings.

Herbert S. Dordick, Associate Director, Annenberg School of Communications, Los Angeles

I never think of myself as a futurologist because most of the ones I know I don't get along with very well, and that includes Alvin Toffler, who is a good friend of mine. I never did finish his book, but I never tell him that. I don't know who ever has finished his book, but I think we all seem to go to the same point and then it sort of goes away.

I am very, very pleased to be here with you this afternoon. I've been wandering around, as you've seen me, going to some of your sessions and I wish I had been able to just throw everything away and start from scratch and just repeat and report, as I will do in part, what I heard this morning. Because much of what you were talking about for one thing was very similar between groups, and for another really comes to the heart of what I think is happening in the library science profession and the services and organizations that libraries will be facing. Libraries are in transition today, principally because they are at the very center of what some people have called the second or perhaps the third industrial revolution, the industrial revolution based upon information and knowledge and communications, which is supposed to integrate information and knowledge. As Mrs. Crockett said, I too have discovered why I am here, how I got here, and It's like another version of the triple play. As I gather, it was Wyman Jones to Cal Hamilton to Mrs. Crockett and here I am. So now you know whom to hold responsible.

I am going to talk a little bit about the future. It's difficult to talk about the future because most of us find it very uncomfortable. The future challenges our very notions of security, the way we like to think about it. It's not at all like what the present is and it's even less what we think we would like it to be, and most of us do take refuge in the comfortable and guilty feeling of saying well, who cares about the future, we won't be here anyway. But we can't avoid that responsibility. We have to talk about it, and I'm going to try to say a few words, perhaps hopefully, meaningful words, about the future of communications technology, but not only in technology because that's really not the major issue. The major issue is how this technology in your hands is influenced by people who will be using this technology and in turn making this technology work. Because that's really what's interesting and what's important.

Let me first observe that reading some of your documents and listening to you this morning, and listening to librarians elsewhere, I observed that most of your interest in the future of telecommunications and computer technologies, primarily the information sciences, concentrates on how these technologies will affect presently conceived operations and services. This is as it should be because you've got to survive from year to year and survive within a very strict budget which causes you always to think in terms of how you can do more for less. One of the things that I observed this morning was something that has been bothering me for many years, from when I talked to economists who are concerned with lesser developed countries, that what we actually spend most of our time doing is allocating scarcity. That is the problem that we face and somehow we've got to break that link somewhere.

"What we actually spend most of our time doing is allocating scarcity."

I do observe that your interests do focus on how these technologies are going to impact upon presently conceived services and operations. I suggest, however, that while this is useful it is somewhat shortsighted because it misses the very essential fact that technology and society together will drastically alter that future. I suggest further that new technology and new societal values will and indeed are now emerging and changing the very shape, structure, and meaning of library science, services, operations and institutions. Your own interests as expressed by what you now do or you want to do, are today planting the very seeds of an entirely new concept of libraries. Frankly, whether or not the techniques or these tools of ORBIT and CONFER and Plato and Medline and all of these wonderful tools improve operating cost benefits will in the long run be of little consequence. And all the heated arguments which we've just come from in Los Angeles about central library vs. neighborhood libraries will really be moot. But when I was reading all the notices in the paper, (it happened to occur just as I was thinking about this afternoon), it was very timely, and I really do believe that those are the kinds of disputes that will in the not too distant future turn out to be solved for us, and partially by us, but also by a combination of technology and society. Let me point out or go into a little more detail in some of these arguments.

"In this new society political, economic and social power will be in the hands of the information-rich."

Society is becoming evermore complex and interdependent. Mass communications, mass markets are being fragmented in response to human needs for greater individuality and greater choice. We are going to a knowledge-based service economy, from an economy based on the production of goods. In this new society political, economic and social power will be in the hands of those who possess knowledge and the means to apply it, the information-rich. New knowledge is being created and will be created and used at a pace never before encountered. Knowledge is becoming, and will become even more so in the future, the central capital and the crucial resource of the future world economy. Just read Peter Drucker, for example, who has been saying that for years. If you observe the way nations of the world vie for information, this is indeed becoming so.

That knowledge is power is a fact, no longer a slogan. The community knows this, the local and state government knows this, and the federal government is also very much aware of this, as we can read in the newspapers every day. Their misuse of knowledge and information is causing them a great deal of difficulty, to say the least. Local governments, for example, now spend anywhere from $2 to $15 per year per capita providing information centers and services to people in such places as decentralized mini-city halls, multi-purpose service centers and neighborhood government offices. Citizen participation paralleling that in all levels of government affairs is growing, despite the disappearance of Model Cities and community action program funds.

Elected officials have in the main found these practices useful, helpful, and often very politic. It is often very judicious for an elected official to buy time by shifting some decision responsibilities to citizen groups. There is

a great deal of expert talent available in citizen groups not normally on the public payroll, indeed, much too expensive for the public payroll. And elected officials in many cities have learned that there is a great benefit in having citizens not only participate in making decisions but actively set agendas for making decisions. But the prerequisite for intelligent citizen participation is information leading to an understanding of the issues. In a recent survey that we completed of 29 elected and appointed officials in six cities throughout the country, these officials write this lack of information about the issues is probably the prime reason why citizens do not participate in local government affairs.

I understand that Cal Hamilton, the city planner from Los Angeles, will be here tomorrow, and I'm sure you will hear him mention that it's been one of the banes of his existence that it's been difficult to get people out to city planning meetings. I think he will agree that perhaps the most significant reason why people do not come out to the meetings is they don't know what these meetings are about. There is extensive evidence that citizens know this lack of information, and seek this information, and surprisingly, in several surveys that we've done, we have found out where they go.

If I were to ask you where they went, I'm sure you wouldn't guess it. They don't go to the City Planner's office. They don't even go to the office that was set up by the mayor to serve the residents of a particular community, such as an office of Latin American affairs. They very rarely go down to City Hall to seek the information. They go to the public library, we've found in many cases. In one community that we surveyed in Los Angeles that happens to be a Mexican American community, we found that 62% of those questioned knew where their local public library was. Less than 40%, by the way, knew where the mayor's office of Latin American affairs was, or that it even existed. And 29% of those we questioned of the Mexican American community had visited their public library during the previous month. I think in a matter of six months, over 50% had been at one time or another to their public library. Similar ratios have been observed in predominantly black communities as well.

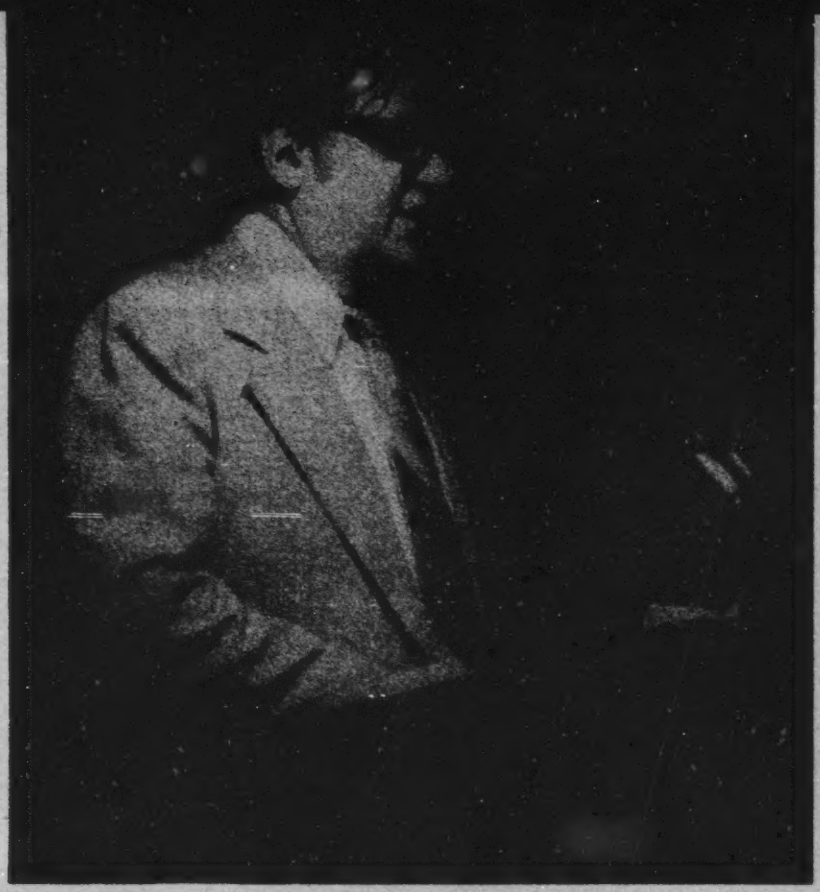
We are doing divisional surveys throughout the Los Angeles area to see whether the same patterns hold. Our surveys are looking at information seeking characteristics of residents in large urban communities and this is one of several surveys that we are doing to try to get a handle on what some people have called bureaucratic communications, or looking at it another way, the question of access, which many of you talked about this morning. Further, there is very strong evidence that citizens see their library as neutral mediators in their relationship with government. We've had all over the country, now and then, problems with respect to certain minority groups and their public library, but generally there seems to be a strong feeling that libraries are apolitical, and that libraries are on the people's side. I think this is a very powerful fact, and also a very heartening fact, when you consider all the work that you've done to try to create this feeling.

"There seems to be a strong feeling that libraries are on the people's side."

The feeling I believe is there, and in this period of tremendous transition, now is the most appropriate time to see how one can even create a greater feeling of responsiveness to the demands of communities. Essentially, the people feel that they have access to the library. How to increase this access, how to continue to offer open and equal access to information is I think the real, critical issue that the librarians face, and how to do this in a time of decreasing financial resources. Hopefully, perhaps the new technologies will assist in reducing costs, but I believe there has to be a statement of policy in effect that says that open and equal access to people seeking information is a major goal of any kind of library service in the state.

Government, too, is very much aware of this demand for information from citizens, as they themselves are turning to the library as a way of creating dialogue with the community. Consider for example the many times local govenment has turned to the library for assistance in dealing

"In the not too distant future we will be teaching our children in the schools how to recognize honesty on the television tube."



with cable television. I am sure all of you, or certainly many of you, have at one time or another been asked to serve on a local committee or even a state committee to look at what should cable television do. Should we award a franchise or shouldn't we, and if we do, what are we going to do with it? You have been members of citizen task forces, managers of public access facilities, perhaps somewhat unwillingly and perhaps somewhat embarassingly sometimes, but you are called upon to find a use for the local government channel. Sometimes, I admit terribly infrequently, you are actually given funds for doing that sort of thing, as for example the public library in Tulsa, Oklahoma, which has been given somewhere over $120,000 last year to coordinate the production of programs for the city and county and other governmental agencies in the region for programming on a local government channel on cable.

Now, all of these raise some very serious policy issues for library planners, indeed, urban planners generally. We observed that there have been high turnover rates among residents in cities. Increased specialization of public services are causing municipal governments to seek new institutions that provide service information to neighborhood residents. The information is intended to help the resident in his daily needs, include referrals to appropriate service agencies, advice on homemaking, consumer activities, job seeking and community planning. These new agencies and services include, as I mentioned before, neighborhood task forces, public counters and mini-city halls.

But if cities and counties in the state seek to broaden their programs of providing more access to information in the face of these decreasing financial resources, one must ask if these new institutions, with their new costs, are actually needed, or can some existing institution like the school or the library equally well serve as these important centers of community knowl-

edge. In short, do the cities have to set up additional mini-city halls? Do they have to put together information and referral agencies, new agencies? Should they put together new multi-service community centers or can some existing agency or existing institution do the job?

I suggest that on balance, the library presents many advantages and no major disadvantages for these new roles. I suggest further, that you librarians appear to be most eager to assume these roles and see a more significant, and if I may dare use the word, more relevant role for your profession in an information or knowledge central. I suggest further that the very way in which you do your work, the ability to make people formulate questions and provide them access, your ability to seek into the cavernous regions for giving them information, and going through dead ends and finally coming out with this information is the very kind of service that a citizen wants when he goes to an information referral agency. It has been disheartening for me to see the government, especially the federal government, trying to bring other institutions into this role, and I think they have recently learned that there are indeed talents in existing institutions that have been doing this all along, and these talents are in the library.

Now, when we turn briefly to technology I will make this statement, which you might disagree with, that the most important idea of the future can hardly be called new or innovative. I am referring to the broadband, multi-channel distribution technology with two way interactive capability. In effect, this notion of a coaxial cable has been around for at least 40 years. Twenty-five years ago it came into the home as community antenna television or CATV, and today it is being rediscovered as a broadband communication, or the cable communications system that will provide services ranging from subscriber entertainment, such as pay TV, and be able to deliver a wide range of information services far beyond what the subscriber presently conceives his needs to be. Tomorrow, lasers and light pipes will replace cables and the wireless, interconnected city will join the switch network we now call the telephone. I point out that it's not what's on either end that's going to make the revolution, it is the network itself that is the revolution. The importance of this distribution technology is how it will alter the economics of communications.

We are now passing from an economy of channel scarcity to one of channel plenty. We have been taught, for example, that there only are X number of television channels through space. This is true, but once you put things on wire an infinite number of channels can become available. Not today, today we can handle a hundred; tomorrow, two hundred, as many as we need. We've been taught that sophisticated communications technology is expensive. The use of sophisticated communications technology is expensive because of the high cost of distribution, and the high cost of distribution is because there are inadequate channels for distribution. This is no longer so. We have the potential. We have the potential for access to low cost, multi-channel television, very wideband, with the two-way capability which it seems to me will bring with it those very services citizens want and librarians wish to offer: direct access to information services by clients who will interact with the provider both orally as well as visually, thus satisfying the librarian's desire for non-verbal communication. The broadband can allow the provider, for example, to visually display the desired information while interacting as much as he or she wishes to do or as much as he or she does now.

Improved access among providers, no matter where they may be distributed anywhere within the state or country, or in the world for that matter, can only improve the level of services. They too can speak in words, pictures, and data. What is truly revolutionary about this is not that more information and better information can be made available, but the conditions under which this diversity can take place. Satisfying remote access to variety satisfies the need for individuality and choice. Visual displays lead

to the growing visual literacy of our children, we hope, and who is to say that visual literacy cannot be as satisfying and as valuable as print literacy? I suggest that we are moving toward the society where the need for a high level of visual literacy is terribly important, and I am hoping that in the not too distant future we will be teaching our children in the schools how to recognize honesty on the television tube and how to recognize the messages coming across that television picture.

I am reminded of a story that was told to me about two months ago about some research being done in Boston where a group of people were shown what was advertised as a documentary. That documentary had a great deal of misinformation, misinformation that the people there should have recognized. It was misinformation about their own lives, but because it was a documentary, they believed it. What made it a documentary? It was done, I think, in a rather grainy film. They had the godlike voice in the background, and it gave all the images of being a documentary. Now, I think it is terribly important that we develop this notion of visual literacy, and I believe we are moving in that direction. Education to recognize visual honesty is, in effect, something we are going to have to develop if we are going to survive.

I do not need to fill in for you how these distributive communications technologies will be used by the well-known data and information technologies even now at your disposal. What will be the product of an interlibrary loan? Will it be a book, a magazine, or knowledge transmitted electronically and recorded transiently, then erased? What will you be acquiring, and where? Books, papers, or data on magnetic discs or tapes? With satellites adding to the distributive power of wireless cable, how permanent will collections be? Just what will you be cataloging? Words, pictures, data, concepts, assembled on call by farflung researchers, each adding their own knowledge to the request for new knowledge? As knowledge continues to become more plentiful, and indeed less permanent, it seems to me we might very well see the virtual disappearance of the solid, leatherbound, durable book, except perhaps, in some kind of a library or museum. [Audience protest.] I agree with that. I happen to be someone who likes to collect rare books. But I think it's a problem that we actually have to face. In fact, we see it around us today.

"We might very well see the disappearance of the solid, leatherbound, durable book except in a museum."

How many of us buy a paperback before getting on an airplane, read it on the airplane, and throw it away when we get to the other end? Or if you don't throw it away, it hangs around the house until you give it to some church or synogogue. Hopefully, they will sell it for a dime or a nickel. But how impermanent can a book be? Whatever you've gotten out of that book is in your head and hopefully has made some impression. If it hasn't, it wasn't worth reading; but you didn't know that until you read it. Anyway, it made the flight seem a lot less long. Even the paperbacks, however, are giving way to the most impermanent knowledge storage devices, the video discs, the video tape, electronic memory. What is surprising is the eagerness with which the librarians are adapting to this technology, and furthermore are seeking it out.

I think a week doesn't go by that I don't read somewhere that the librarians are actively participating to seek money to buy a ½ inch video portapack, or they are opening new offices to train people how to use ½ inch portapacks. In New York City the library became the major training institution for the public access people in New York. If you've been to New York recently you wouldn't be very proud of the sort of things the access people are producing, but needless to say they are learning. They are learning how to use ½ inch portapacks. I think the librarians are becoming the most innovative users of some of the new data processing techniques and cataloging techniques on computers, and becoming perfectly comfortable storing catalogs on the video tape and erasing it and transmitting it and getting rid

"The future is not taking us anywhere, it is we that are taking the future to where we want it to be."

of it. I think that the alacrity, the eagerness with which librarians are adapting to the audiovisual mode is very significant.

What this leads me to say is that the future is not taking us anywhere, it is we that are taking the future to where we want it to be. And you are doing it right here. In short, society is shaping values based upon knowledge and information and on the democratic concepts of free and open access to knowledge and information. Technology is being pushed and adapted to move in the same direction, and clearly it seems to me this is the direction in which you want it to go because many of you are the leaders in pushing it along these lines. Thank you.

If anyone wants to ask questions, feel free. I'm ready to duck.

Question

You were talking about broadband transmission. Could you say something about the technology involved, the frequency and the band width you were talking about?

Herbert Dordick

A six megahertz band width is the television band width. I don't know if you're familiar with it, but I can give you a very quick explanation of why that's important. If you look at the six megahertz band width, it is a great big highway, a very, very wide highway. If you want to transmit television pictures, moving images, you've got to use that whole highway in one direction, but if you want to transmit, say black and white pictures, you only use half that highway, which means the other half can be used for something else. Now, if you want to transmit just audio data, you're only using 3,000 to 4,000 cycles out of that 6 million cycles, so you've got a lot of audio highways along there that can move back and forth. If you want to transmit data, millions of bits of data can be running up and down that highway. The broad bands that are now being installed in most folks' homes for cable television have the capacity for at least 36 or 35 of these big highways. In Japan they are installing a community where they are really going to go to the most transient of all kinds of information systems. They are going to have a home communications center. Newspapers, books, information, and paper will be transmitted by a broadband cable into 300 homes as an experiment, and in Japan they will have the capacity of 100 channels if they could use it. There is no limitation. The frequencies you use today are in the television frequency range, in the megahertz range of 105 to 235. As long as it's in the cable I don't care what the frequency is, as long as it doesn't get up to 25 gigahertz and then I'm communicating with satellites inadvertently.

Question

Can these megahertz be bound in leather?

Herbert Dordick

No, but they are bound in tubing with copper cable. You know, I noticed something this morning in discussion of access to libraries. Someone made the comment, I think it just slipped out there, that we are going to have trouble with the Huntington Library. Clearly, the Huntington Library is a library museum. It's not a library in the sense of the word as you deal with it. It's not a place that you have open and equal access. But I'm not saying it ought not to be there. I'm just saying that perhaps there will be a lot more of those in the future, but that doesn't mean there will be less information transmitted and used.

Question

That was the library line that you were espousing, but it was gratifying to hear it come from another professional field. But since some government officials and others object to paying $10 to answer a difficult reference question, will they be willing to pay for this new technology?

Herbert Dordick

Well, you know, that's really the critical issue. What's the value of all of this? We are getting right down to the nub of the real problem, what's the

value of information? I don't have the answer to that. It's hard to figure it out, but one thing does become clear, and that's a public policy issue. Equal and open access to information for everybody has to be a public good, and I believe that once legislators recognize this, then we are going to have to figure out a way to pay for it. I think that we've recognized that. Similarly, we sooner or later are going to have to recognize that public transportation has got to be a public good, and then find a way of paying for it. We recognize that public education is a public good and we find ways to pay for it; with difficulty, but we do. I don't know where the source of the funds is going to come out of the taxpayers' pockets, and the best we can hope for is that the redistribution of information, the tradeoff of communications for transportation, the ability to recognize that communications and transportation are one and the same thing. You either deliver the data in a book form, leather bound, or you deliver the concept that that data is supposed to give you to the person, via some kind of a link. It's hopefully with that kind of thinking that the cost of providing equal and open access to everybody will become reasonable.

Question

Who are and what do these public access people in New York City do?

Herbert Dordick

Oh, I don't want to tell you that now. They do a lot of very interesting things. Primarily, the whole notion of public access is an outgrowth of another concept, which says that people should have equal and open access to the media. Now, television has not allowed that to happen, because of the technical limitation, we thought, of the limited number of channels available. But then wire came into the act, and therefore we could have many channels. The FCC required that in the major cities a channel be provided for use by anybody, for any purpose whatsoever, on a first come, first served basis. Mainly, these channels have been used by community groups to talk to their members. Local parties have a meeting once a month; they put that on the cable so that people who do not come to the meeting can sit at home and watch. In some cases, they have an open telephone line where they can call in and ask questions. There is no censorship allowed, except some very vague words about the cable operator supposedly staying within the bounds of community regulations concerning obsenity and pornography, which cannot be interpreted. So, they do have some rather interesting programs in various places, but they are like 2% of the total program. For example, one of the favorite programs has been a five minute daily summary of activities at the Museum of Modern Art, a listing of programs.

There was a proposal made, which was implemented, to provide a special access channel for artists, which was dubbed the A for Art channel in New York, because they used channel A. That was a way in which it wasn't really public access because it was limited to artists, and this resulted in 13 weeks of programming with a different art being represented each week. For example, one program showed 10 poets sitting around talking to each other from their poetry and in their poetry. Another program was a dance program held on the steps of Lincoln Center and other places. Another program dealt with wall paintings and street sculpture. These programs were funded by the New York State Council of the Arts, and this might be interesting. When they gave it the money to fund the program, we then asked them for some money to promote the programs and they said, oh no, we can't give you that—then people will know who gave you the money in the first place. So we did not promote the programs but just put them on the air on the cable channel, and at the end of 13 weeks we found that 15% of the cable subscribers, amounting to at that time 15,000 or 20,000 people, homes, had watched four or more programs. This was with no promotion, just people turning the knobs and noticing something and staying with it. There have been a variety of these kinds of programs, now.

But this is only one example of what a channel of communications can do for you. What's more interesting is what is going to happen when it becomes a potential for institutions to talk to other institutions. Go to a library and ask for information and that librarian can tie into all of the resources available for him or her to provide that information cheaply, no longer at a very high cost that you would have to pay today for telephone service, and perhaps with minimal delay for the person requesting that information.

Question

[Question asking why local governments set up their own referral centers, and few used the library.]

Herbert Dordick

Two reasons, I think. One, librarians fault themselves. I don't think they were selling their services hard enough. Two, a lot of these mini-city halls are places where local politicians put their friends to work, and that's very important. That also ties in with another reason, that when the model cities program went into business they tried to find work for minority groups, but interestingly enough, now that the funds have run out, the politicians themselves want these services to continue and in several cities they are seeking out the library.

Some were done in libraries. You know, there was an excellent report done by Rand where some of these are reviewed. I recommend it very highly because it does point out that the libraries do have these resources, and in fact one of the reasons we did some of our research was that when I reviewed that report for Bob, I raised the question whether indeed the libraries were apolitical. He gave no evidence. I believe he took it out of the report, but now I have the evidence for him. It's true, he can put it back in.

Small Group Working Sessions

Jean Connor

David and Sol are busy synthesizing your deliberations of this morning, your excellent deliberations, and we will have a report for you tomorrow morning with an opportunity to discuss some of the work that went on this morning. We will meet here at 9 a.m. for that. The word from the group process people is that the methods that you are using seem to be very fruitful and they would encourage your continuing to use it to the degree that the discussion facilitates. The discussion groups this afternoon will address the critical issues of structure and funding. Since these are crucial issues you should know that tomorrow's discussion groups will be devoted to these issues as well. So there will be time to complete your work.

For continuity of effort, you will stay in the group that you are in this afternoon, so if you want to do any trading of numbers, now is the time. You should appoint your own moderator and everyone will be discussing the same two issues. You have the issues in front of you, but in case there is any question this is in the light of the PMM report and your own experience.

(1) If you were drafting new state legislation, what structure of library service would you recommend so as to best meet user needs?
(2) What state funding role and formula would you think the most appropriate for this structure?

Note, please refer to evaluative criteria on page 10 and 11 of the Peat, Marwick, Mitchell study, Chapter 10. You will recall that Mr. Nelson said the other day that we should look at this criteria and if it is not the right criteria, then other criteria ought to be suggested by this group.

Wednesday, June 25

Ethel Crockett

Good morning, everyone. Here we are on Wednesday, a beautiful, warm day, and ready to go. As you see, we have a revised agenda again, so today we are going to begin with a review of yesterday's group session meetings and the comments that came out of that. Brooke Sheldon is going to take over now for that portion of the program, Brooke and Jean Connor.

Brooke Sheldon

Thank you. We are collating the summaries, which look very impressive, and they would be coming in shortly. However, it's possible that some of you may have some comments or whatever, even before the summaries are here, so I'd like to solicit if anyone has anything they'd like to say at this point.

Page Ackerman

As a group leader yesterday, when we were taking about structure, it occurred to me that it would be useful if Mrs. Crockett could talk a little bit about CLASS, California Library Authority for Systems and Services, which is in a kind of a transitional or developing stage. It seems to me it might have some bearing on our present discussions, and I wanted to ask Ethel if she would give us a status report on CLASS and comment on the possible relationships between CLASS and any of the proposed structures in the report. It seems to me our discussions today might be a little better informed if we all had the benefit of that knowledge.

CALIFORNIA LIBRARY AUTHORITY FOR SYSTEMS AND SERVICES (CLASS)

Ethel Crockett

You are right, it really is important that we talk about CLASS a little. About a year ago March, I began talking with the university, the state university, and particularly LAPL as a top resource library which, frankly was just out of my head, that LAPL had such a large collection that anything we did in California should involve that large public library. The thrust of the first meeting was simply to find what the various library systems might have in common, what needs they had in common, so that whatever we did in developing a system for the State Library to automate the union catalog would be, insofar as possible, useful to other libraries, so everybody wouldn't be reinventing the wheel all over the State of California. I had already heard really dire stories that other states had spent $10 million on devising a system and it didn't work, or it didn't work with anybody else, and there have been these systems, and tries, and starts, and they are all so costly. You know, with the computer we've got to do something that's just as useful to everyone as possible.

We began on this kind of a slow, forward movement at that time and in recent months I feel that the momentum has really been picking up very, very rapidly. The last state we've been in is that among these planning people the group expanded from the original CSUC, LAPL, and others to include the membership of the WICHE five. Through those people, Bruce

Bajema came on board. Morris Polan was at first in the group as a representative of CSUC, because he was the chairman of the state college and university libraries, then he became president of CLA, and remained in the planning group because he was president of CLA, and another new chairman from the CSUC came on. This is the way the flow goes with state university people; you know, a somewhat changing group, and it seems to me an evergrowing group.

Then the private academic libraries wanted to be involved, so Roy Kidman came on as the president of the library sector of the AICCU, the Association of Independent California Colleges and Universities. David Weber has been involved, and Eleanor Montague and Hank Epstein, because for this first year we have been talking about using BALLOTS. That was the California possibility, the California system that we had on the scene here. Then, we added a representative from special libraries: Edythe Moore has been representing special libraries. And Hal Stone came on, appointed by Chancellor Sidney Brossman of the community colleges, to represent community colleges. So you see, this little group that was trying to get together to design, and discover what we needed in common, has grown to be quite a lot larger group. It seemed to me we were getting so loaded toward academic libraries that we should invite the directors of the libraries who are in the PLAN project, the Public Library Automation Network, which is that year-long project that we have going with public libraries using BALLOTS. So, to that meeting came Carol Moss, Harry Rowe, and Kevin Starr. There are others who are invited and I hope they will come another time.

Meanwhile, there are a number of sub-committees that have split off, and ad hoc committees, and one of them is on governance and management and that group includes Bernard Kreissman, who is the university librarian at Davis. I have to mention his name because he was the one who dreamed up this great name. We had been calling the group an Intersegmental Task Force, but it was Bern who thought up the name, "CLASS", California Library Authority for Systems and Services, and we all really like that name. It was particularly appropriate because at the moment we were in the process of writing a joint exercise of powers agreement that we though we could make satisfactory for representatives of the different kinds of libraries to sign. Then we could make a legal entity for this group. Once it was formed as a legal entity, we could then do what we want to do.

I see Bruce sitting over there. Bruce, you have been in on this, why don't you come up here and tell them some more? Would you please say something too, then maybe there will be a question or two or three.

Bruce Bajema

I just happen to have a document prepared by Jerry Newton last week outlining all of the things that happened with CLASS. I must confess I came to the ITF meeting only to stick my hand up at the wrong moment and get put on the sub-committee for planning the governance of this potential body. It really started off originally that somebody has to run a database, if it is going to be a statewide publicly owned database. Somebody's got to run it, and somebody has to set up standards for it, and so forth. So in order to get it moving we felt it was extremely necessary to have a governing body.

This committee has met about five full days, I think, at various times and we have started off with some various considerations. A number of ways could be approached to develop a governing body. We could go to a non-profit corporation, we could go to a joint exercise of powers agency, or we could go to state legislation creating a new agency. The state legislation was ruled out right away because it would take us far too long, we felt, to get anything through the Legislature that we could use soon enough to do what we wanted to do. The non-profit corporation could not be front-ended

money by public agencies. Any organization that we establish is going to need some front-end money to get started. The State Library or the state universities or the UC, none of those people can legally commit funds to a non-profit corporation, or pay for something until there have been deliverable goods. That sort of ruled out the non-profit corporation, besides which there was some legal question about whether the state could actually join a non-profit corporation, as the state anyway.

So, we came up with a joint exercise of powers agency, and the concept of it is we are going to have a six-member agency to begin with. Those members will be UC, CSUC, a junior college, a city, a county, and the State Library. That board will be made up of the top political people. We expect a city councilman or the mayor, we expect a member of the board of supervisors, a member of the Regents, a member of the Trustees, to be on that body. They will be the policy-making body, they will sign contracts, etc.

Beneath them, there are three other members, non-voting members. Because it is a six-member board, one of those could be designated as a tie breaker, and that is legal. One would come from the private independent college sector and one would be from the special libraries. The tie breaker would be the president of the advisory council. Beneath that group would be an executive secretary or administrator, whatever you want to call him, who would actually run the organization.

Parallel to him on the side would be an elected council, an advisory council, made up of librarians, and this we see as a group of 21 to be elected for two-year terms on alternating years, so there would be some carry-over always on that board. This would be the group that would carry the library expertise and would advise on standards, fee rates, fee schedules, etc. for this body. These would be elected from the seven segments that we have outlined, in proportion to the total book budget represented by the members of the Authority within that segment. Otherwise, all the private colleges would add their materials budgets together and then that would be a proportion of the total book budget, and all the public libraries, etc., so there would be a weighted board in relation to book budget.

We hassled around about 20 different ways of electing that advisory council and finally settled on the only thing that seemed to be a reasonable measure of people's effort and contributions, which was the materials budget. With any other thing you tried to measure, you got into very sticky wickets about what were you actually measuring. We talked about personnel. We talked about full budgets; well, what is a total budget, because some people have groundspeople included and some don't, and janitors, etc. There are a lot of variables in just about everything else we approached that we couldn't pin down. The materials budget really is very, very definite. We said that it should be over a three-year period so that if somebody gets a large block of money one year for materials it doesn't all of a sudden impact and skyrocket that group's membership for that one-year period. It would tend to average out because of the three-year factor.

Below this group would be a congress of members and that would be made up of every library who was a participating member in the Authority. To be a participating member in the Authority, you would sign a contract to buy services from the Authority, essentially, and that would entitle you to a vote in the congress for a representative on the advisory council.

Question [Question asking about participation by private institutions.]

Bruce Bajema A non-profit corporation would be the best for the private institutions, because then they could be full members, but because of the other ramifications we could not do that. However, they can be brought in ex-officio and

they can be made full participating members as far as actually taking part in the services of this kind of an agency. The joint exercise of powers agreement always gives the newly created agency the broadest powers of the total group. Any power that one of them has is shared by all of them, so that if one of us can do something, all of us can do it. We are expanding the range of what we can do.

On July 9 we have our next total CLASS meeting and the governance sub-committee is bringing in for, I don't know, the fourth time is it, the fifth time, I guess, the joint exercise of powers document for final consideration. We hope it is adopted by that group and that it goes back to the various agencies to get signatures. We could perhaps by January have an organization that could begin setting up a top level agency in the state to manage a database, and potentially that organization could lease lines for the whole state. We could establish a statewide communications network. We could establish a statewide depository, or maybe two or three of them if we need that. The potentials for what it could do are fairly unlimited. We could even go so far as to establish a serials library like Boston Spa for the state. That's been one of the considerations, that we potentially have the resources here, now, to do something like that.

Question [Question asking about a computer database for bibliographic control.]

Bruce Bajema One of the primary things that of course impacts both CSUC and UC and the large private libraries, Stanford, etc., is management of their databases. That has to be one of the prime things immediately that we take care of, shared cataloging. I think everyone is leaning towards BALLOTS, however, we can't absolutely guarantee that that's what we will end up with. It's what the Authority decides to do, but they certainly will go to something like OCLC or BALLOTS. This will be one of the first things they will do.

Question [Question asking if CLASS will do more than merely operate a database.]

Ethel Crockett Yes, there is a good deal more than that, but you know, if you are going to have a computerized system you have got to have a database. That is basic to getting the whole thing started. So you really do have to have the database, and once you have got that in a computer then you can develop the other services you need. It might be delivery of bibliographic information for your own cataloging. It might be a system whereby you can have your own catalog cards or your fiche catalog or whatever kind you want done for you. It might be serving you for interlibrary purposes to discover what the holdings are in your own neighborhood so you can go to the nearest library, and a protocol that you might have set up for borrowing. It also could function to not only identify where the material is located that you want to borrow on interlibrary loan but could generate the request to that library for the item to be sent to you, so in that sense it could work. There could be circulation systems, accounting systems, you could have book fund accounting if you wanted it, you could find who has what so you will know whether you want to buy another copy, in other words, assist you in collection development. There are a great many things.

I think one of the things that should be said is that this agency, because it is a joint exercise of powers agency by libraries, is capable of doing anything a library does, and I don't think at this point the group trying to put it together wants to restrict it to doing any one thing. It will move as the congress of members demands it move and provide the services that they demand it provide at the point that it's formed, and there are people wanting

those kind of services, and they find that it is economical to do it through this means.

Question

[Question asking how the Authority would be funded, and if the State Librarian would use PLSA funds for the Authority.]

Ethel Crockett

I don't use PLSA funds for anything. That is distributed to the Library Systems. Actually, that money is funneled to the state and it is on a formula basis, so how those Library Systems want to use PLSA funds is up to them. If they wished, they could use them to support whatever services they might wish to purchase. As far as the funding is concerned for this, it still is a matter open to debate and I think when you are talking structure and funding today maybe that is something that you can help us with. I truly don't know precisely how it will be funded, we just know that it will be based on services rendered. We envisage for the most part it supporting itself on per unit cost reimbursement to the Authority. Now, where that reimbursement comes from is something that this group could decide should be done.

As a state thing, certain parts of it should be paid for by the state. But the Authority really intends to be in the position to sell services on a per unit cost basis. Eventually, it could expand to include Nevada, Arizona, New Mexico, or any other states that wanted to get into it as well. We would not want to tie the funding specifically to state aid and say that is the only thing that is going in. I think there has to be a unit cost developed for any services we provide.

Question

[Question asking about the makeup of the board of directors.]

Bruce Bajema

We envisage the board of directors as including a representative from the county that signs the document, and that would not be the librarian, it would be a member of the board of supervisors. Now, any county or city, any agency may join the joint exercise of powers agency if they wish, as long as they were eligible to join it on the day that it was formed. In response to your question, actually we need only one representative from each kind of library to sign, to set up the joint powers authority. Once we have that legal entity, then everybody else may be members. They don't have to sign and be a signatory. We need a body of signatories to make this joint exercise of powers the legal body that it is, but once that is done, it doesn't matter whether other people are signatories. They just become members by participating in the activities and using the services. And you don't want too large a body or it becomes unwieldly as a governing body.

Although the top body is certainly the policy setting body and will make final determinations, we see most of the decisions coming out of the advisory council which is made up of librarians. This group is going to rely on their experts like every other lay group to a major point. The primary input for all their decisions is going to come out of that advisory council, and their executive director who will be a librarian, we would hope.

Question

[Question asking why the Peat, Marwick, Mitcheli report does not discuss CLASS.]

Ethel Crockett

Well, as a matter of fact, we did talk to the PMM staff about this, and I really think that they didn't realize how fast we were moving. You may recall when the draft came out, how upset some of us were because there wasn't any concern shown for or attention given to the whole business of automation. We talked to them then, so a little bit was added on that score.

But regardless, suppose we do decide to come out with our own California structure. Remember I said on Monday that whatever we do in California the Californians have got to plan it. I really think that is true. But suppose we do wind up with a CLASS structure in California. There is a lot of good data in the study that we can make use of. There are a lot of figures that we can use. It does provide us with a lot of information to take to the Legislature.

Genevieve Casey, maybe you had better come up here and answer some of these concerns.

Genevieve Casey

I think the point of conversion between this development of CLASS and the Public Library System proposals as made in the PMM report is at that top level consortium recommendation. The report takes into account the obvious fact that not all of the needs of the general public in California who are the patrons of public libraries are going to be able to be met, of course, within any public library structure. The report is thinking in terms of a structure that will provide access to the academic library and special library resources in the state for the general public, when it becomes necessary. The point of conversion begins at that top level consortium. What it would appear is happening very rapidly under the CLASS concept is to include let us say all of the state colleges and universities in addition to the two large ones, UCLA and Berkeley. Now if you can come in then with a question of how is an upper level consortium funded, and the PMM report thought of it as being funded from a state appropriation as a part of a new state aid law, there is a parallel possibility that the kind of funding structure that is being thought about in CLASS would be applicable.

David Taylor

We have prepared a number of summary statements. They are available to you and will be distributed in a few moments, but since this is pertinent to what was just said I thought I would attempt to read it. This was my summary, an outsider's summary so there may be some errors, but this is what we came up with.

Statement on technology and automation. In the belief that resource sharing is indispensable to serve the information needs of the state's citizens, an intersegmental authority should be established to coordinate information technology activities. The authority should oversee a coordinated and standardized communication network which would utilize an automated bibliographic data base to support

1) Interlibrary loan transactions
2) Interlibrary reference services
3) Acquisition and collection development
4) Cataloging
5) Serials and circulation control
6) Library management information systems.

There are probably errors in this rendering, but I thought you should know that.

Question

[Question asking about the timing of the formation of CLASS and the activities it will carry on.]

Ethel Crockett

Those of us on the management team have wrestled with a time line over and over, and we do set as a goal the first of January for getting signatories. That is our hope.

First of all, we have to set up the legal entity and get the organization running. Then it will be up to the executive director who is managing the

show, as it were, guided by the board of directors, to decide what system they are going to use, what computer, when they are going to start using it and what services they will initially provide. Right at the moment, it looks as though we will be using either BALLOTS or OCLC. Our experiments at this time are with BALLOTS and we are pleased to be using a California-based computer.

Incidentally, there is an interesting sidelight here. The state's ATSS, which is the low-cost voice transmission system telephone lines that we use to call around to various other state agencies, is about at this moment to be opened up to other political jurisdiction. For instance, cities and counties and so forth if they wish could get into the ATSS system now, and it's ever so much cheaper than using regular telephone lines with the usual line charges.

By next March that system is going to be expanded to carry full data transmission, so that the data that you would want to send between terminals and the computer can go on this low-cost system. It will be restricted to the use of those organizations in the light of the interest of the State of California. In other words, nobody may use that transmission system for purposes other than those that are in the interest of the state. That would mean in a broad interpretation, which I think we should be able to count on, that if we want to include in the data bank, and include as a member of the System, a private library or a private academic library because of its role in the total system, it would be in the interest of the state to have that library participate. We've been working with a deputy attorney general who is very much interested in this idea, and he believes that it will probably be possible for us to include the private sector in that fashion. This was one of the other advantages of the joint exercise of powers agency. It did open up some of those ways to do things that were cheaper.

Question [Question asking again about the funding of CLASS.]

Ethel Crockett I cannot answer you fully on funding, I wish I could. I believe that is something that this group should be debating here today and trying to come up with some ideas for funding. We have talked at various times about asking the signatories to give a stated contribution to start it. Once the Authority is set up and we have the executive director, we would expect to write some grant proposals, hoping we could get some funding to help us move it along. Eventually we would expect it to be self-supporting through membership fees. We are still kicking around about four or five different ways of getting that first money to hire somebody to write the grant proposals. Literally, his job will be dependent on his success in getting successful grant proposals to do the developmental work necessary, until the system is running to the point where it has a product to sell and then can become self-supporting.

Question [Question asking about school library participation in CLASS.]

Ethel Crockett Before I answer, I want you to know that the speaker has been Julia Wu, and Julia, as you know, is a member of the National Commission on Libraries and Information Science, and she is here as a participant and as a school librarian. So, Julia, thank you.

We have talked about the idea of having a school district as a member, as one of the signatories, and there certainly is no reason whatsoever why we can't, and I think that would be a very good idea. I have been a little concerned about how the schools would wish to make use of the database in practical terms. They can, of course, but will it be cost effective? For example, you might take a school district which does not have a union

catalog of its own, and the superintendent and board and so forth are persuaded that they should have a union catalog for that school district to see where all of their library materials are and what they are. There would be a very good opportunity, then, for that district through the computer system to put all of its holdings into the system. If it wished it could also do its cataloging through the system, or get assistance for cataloging those holdings. At least, they could be listed in the holdings file which the computer could then selectively provide to the school district. In other words, that school district wouldn't want to see what all of the other holdings in the data bank were. They would only want to pull out the holdings for their own district. That would be a good opportunity for them. Now, whether they want to go to the extent of having a terminal in every school so that every school librarian could call up the information of what have I got in my own library, what has the school that is three miles away from me got, and what have they got at district headquarters, whether they want to do that, of course, would be up to the individual school, but it could be done.

REVIEW OF GROUP SESSIONS PRODUCT

Brooke Sheldon

Well, I think we are really into the alternate structure question, and so on. You have now, I believe, all a copy of the summary statements and these have been synthesized by David Taylor. Since the statements themselves are so lucid, I believe that perhaps the best thing to do is to quickly look through them, and if any of the group leaders or other people want to clarify something we might try to do that. I think we have lost our opportunity for small group sessions. However, we do have time this afternoon to get back into your groups on the structure and funding, and I hope that you will feel that this discussion will help clarify some of these matters.

Howard Samuelson

I have one more comment regarding the structure discussion. My discussion group felt handicapped because we didn't have enough detailed information about one of the alternate structures. There was a great deal of information about the operation of the designated intermediate library structure but very little information about the operation of the augmented public library structure. It would be helpful, I think, if someone before we resume those discussions could outline in some detail how that structure might operate.

Genevieve Casey

As I understand the two alternative proposals that were suggested in the PMM report, one of them was a continuation of the Public Library Systems much as they are, augmented by substantially increased funding. The report proposes that the formula whereby this augmented funding would be reached, whether in either of the two alternatives, remaining pretty much in your present organization of Public Library Systems or in the designate region kind of organization, would be based not upon per capita, as Mr. Nelson explained, but rather upon what seems to us to be a more justifiable base, the volume of performance in interlibrary loan. In terms of how under unpreferred alternative 1 the augmented Systems would operate, the report is making no comment because it assumes that essentially the same organization that you have now would continue. If you were to elect to continue pretty much as you are now in terms of your organization and governance of your regional Library Systems, the difference would be that you would have an augmented funding. It is abundantly clear that no matter what formula you use you don't have enough money to support your regional activity. The difference would be an augmented funding based again, not

upon per capita, but upon performance, and of course the definition of this top level consortium which relates to the CLASS discussion we have just been having.

PMM clearly states a preference for a much simpler organization of regional activity. The reason that PMM suggests or prefers, as we say, a simpler organization is that we look in the first place for an organization which will be as flexible as possible, an organization that will take into account, for one thing, this rapidly moving technology that we hear about this morning, an organization that will be modifiable for other developments in the future. What is the definition of a flexible organization? It is an organization with an absolute minimum of structure that needs then to be modified or dismantled. From that point of view, PMM prefers a simpler structure.

The other consideration that we discussed that brought us to a preference for a simpler structure is that we are looking for a way to put the maximum state funds into service to people and the minimum state funds into structure, into administration. You realize that when you create any unit you begin to create costs simply to be; costs for staff to whom you then eventually have obligations of pension and all this kind of thing; costs for desks at which staff sit; costs for buildings which house the desks and all the myriad of things that any organization requires just to be. Our consideration was that we were looking for the simplest possible organization, the least possible structure to bear up the services that you want to perform. Now, again, you may be able to think of much better ways to do this, but this was what was in the thinking.

Question

[Question about the funding formula recommended by PMM.]

Genevieve Casey

If you look at the formula, based upon the cost analysis of what interlibrary loan and interlibrary reference really cost today and the volume that exists today and is likely to exist, you will note that the major component of the formula is the component paying for that service. A relatively small proportion of the total appropriation would be expended for what is called a sustaining fund, part of which would sustain regional councils. The regional councils were proposed as a way for all library interests within each region to engage in ongoing planning, to take advantage of unknowable developments. A small proportion of the total state appropriation under our proposal would go into a sustaining fund which would, among other things, sustain the regional councils. Our thought was also that the data has clearly suggested that some of that sustaining fund needs to go into the planning and implementation of continuing education or staff development. But you may think that things may happen that will propose other kinds of activities.

Question

[Question asking if the Institute agenda could be changed to allow an open forum on the PMM report before further small group discussion.]

Brooke Sheldon

I think our only concern is that you get what you need from this week's meeting, so I think we will look at it. Perhaps, let's just turn it around this afternoon, then. Have the open forum at 2:00 and small group work after that, instead of the other way around. Have you all adjusted your agendas so that you know where to be? We will meet at 2:00 for the open forum; we will attempt to finish by 3:15 and then we will go into the small group discussion. We will remain flexible.

LIBRARIES AND LOCAL GOVERNMENT

Alice Reilly

One of the next speakers on the program is our Fresno County Administrative Officer, Mel Wingett, and Mel started out in LA county so he has lots of experience with big counties and middle-sized counties. Besides that, he knows more about libraries than most county administrative officers do probably, because he was our budget analyst before he was appointed CAO of Fresno County. We feel very fortunate in our county to have Mel and I think that you will see why when he talks this morning.

Melvyrn Wingett, County Administrative Officer, County of Fresno

I am delighted to have the opportunity to talk with librarians and people interested in libraries. I think county administrators, city managers, staff members of the Department of Finance and other budget minded people with whom you have to deal, are quick to tell you that libraries are often not their highest priority, and this comes as no surprise to you.

In county government where almost every program that we administer is mandated by the state and assigned to the county to operate, whenver the board of supervisors gets in a big sweat over finances they start saying, well, what is it that we don't have to do that we are doing now? We look at recreation and culture and libraries and things that are important to many of us, but which are not legally required of local agencies, and we start thinking in terms of how do we cut back in those areas? We have to provide the roads or we have to provide welfare or some of the things that may take

priority. I would like to indicate that I don't think this is the best way to set priorities, and I hope that your experience will indicate that some of the people in positions such as mine do not always relay on this as the schedule of priorities in making decisions.

The comments I will make this morning are basically my own. I have had very little opportunity to do more than read the consultants' report and chat very briefly with a few people in libraries about the report, so my comments will be my own. I'd be delighted to hear the 2:00 discussion first so that I could have a full explanation of the recommendations and some of the ideas, and a fuller understanding so that my comments might be more pertinent. I should say that anything I say shouldn't reflect on Mrs. Crockett whom I just met during the coffee hour, nor on Mrs. Riley who I think recommended that I be on the program today and who has already announced that she is going to retire later this year.

You may wonder what I know about Library Systems. Well, Fresno County is a contract agency for the San Joaquin Valley Library System, and that System began about the time that I started working for Fresno County in the administrative office. For the last 13 years we have operated a System that now serves eight independent libraries in the central San Joaquin Valley, and the employees of the System are employees of Fresno County. We provide the various services which may be very similar, and I am not really familiar with what is done in every other System, but in ours we do some book processing, in-service training for all of the libraries in the organization. We began with a reference service and, of course, interlibrary loans, and we have initiated a number of outreach programs. The outreach programs include programs for correctional institutions. We have programs for handicapped and shut-in people, and we have operated for a number of years a bookmobile with Spanish material that serves the communities in the San Joaquin that have predominently Spanish-speaking people.

"All the state and federal money represents only about 2½% of the money spent by public libraries in California."

These are all a part of the program which is supported not just by state and federal funds but by annual contracts with all the constituent members. These require action and conscious effort by the governing bodies of each one of these libraries, or organizations that have libraries, in providing the service that they think is necessary in their local community. These are processed every year by the boards of supervisors, city councils, or library district boards. So there is a conscious effort on the part of these agencies to review what they are doing, not only at the level of the librarian but also at the level of the governing board. I think the consultant's report is very timely in the sense that wherever you look today public agencies are in the position of having to look at how they are providing services and whether or not they are getting effective use of the dollars being spent. I think it is time in terms of the period that has passed since the first development of the concept of Cooperative Library Systems to look at how they are using the state and federal money.

I think perhaps, however, if you read the report and focus all your attention on the System and the System concept or the services provided by Systems, you may perhaps be focusing on a very small portion of the public library system. If you take all the state and federal money that goes into these services, it represents only about 2½% of the money spent by public libraries in California. The rest of the money is already available to the local agencies to make their own decisions and to operate their own program. I think that in a sense all the discussions surrounding the System may not clearly bring into view the total spectrum of public library services that most of you are responsible for providing.

As we prepare our proposed budget each year we develop a great deal of statistics about the activities of every operation of county government. We ask departments to submit statistical indicators of what they are going to be doing for the next year and attempt as much as possible to budget on the basis of the workload that they are going to have to take on for the following

year. It will come as no surprise to any of you to know that those indicators of workload and activity within most public agencies far exceed the resources available to deal with those services. If you look at the court system, if you look at the operation of a police department, if you look at the activities of a fire agency, if you look at the activities of virtually any local agency you will see that they have more work and more indicators of activities, particularly in the areas that are impacted by social activities. We have, you know, the sociological phenomenon of today's more urban society impacting virtually every area.

So it doesn't come as any great surprise to me, and I am sure to you, that the report indicates that the activities done basically by the System, the interlibrary loans and the reference service activities, are increasing at 20% per year. That is rather astounding and I am sure that if you would graph that out and the resources available you would soon know that you don't have the resources to meet that kind of workload for the future. I would only caution you that this is true in virtually every area. Our public works department did a similar kind of projection only a few months ago and it indicates that within five years, at least in Fresno County, if we have no new source of revenue for transportation and roads or transit that we will have money only to maintain those roads we already have and we will have absolutely no funds available to do any new or reconstruction of roads we already have or that we need. I just want to place in perspective the fact that libraries are in exactly the same boat as many other activities. If you look ahead you will soon see that we are not going to have the money to provide the service. So what is the answer?

"Libraries are in exactly the same boat as many other activities: we are not going to have the money to provide the service."

Well, of course we should try to do the job better with less. We are all looking for ideas that may come from our individual employees, from you supervisors, management, as heads of the agencies. You are looking for new ways in which you can do the job better. One of the major contributors to the invention of new techniques and new ideas is the fact that you just don't have the money and so you just have to figure out some other way to do it. In many cases, I think libraries are in the same pinch and will find themselves in exactly the same pinch as virtually all other services financed by government. We have many activities going on in various areas of local, state and federal government in analyzing services such as the analysis done of the Systems and the use of experts to take an outside look at how we can improve the services, how they can be done more effectively. This is something that has to be applied sooner or later to virtually every area in order to continue to provide the best service we can with the limited resources.

"For seeking additional funding from the state, your timing couldn't be worse."

My impression is that this report is aimed at two things. One, of course, is to improve what we are already doing in the area of services provided in most cases in the state by the so-called System. Second I suspect, is to lay the groundwork for seeking additional funding from the state. Now, in the second part of this, your timing couldn't be worse, with a virtual financial crises at the federal level and probably one of the most austere budgets the state has ever had. I don't know how most local public agencies find themselves, school districts, cities, and so forth, but I think I have a flavor of what is happening in county government and most county governments currently are facing a major tax increase in virtually all areas of the state. There may be a few exceptions. We are all in a pinch and the state is probably in as great a bind as they have ever been. It will be extremely difficult, in my opinion, to convince the State Legislature to make substantial increases in their support of libraries. But I am not saying that you shouldn't make an effort. The only way you even stand still is to press ahead. The best defense is a good offense and I think that libraries have in many legislative areas had a very excellent record in terms of what they have been able to accomplish. I was certainly very much impressed the year after SB 90, the tax rate ceiling bill, passed that libraries were able to get themselves exempt almost within the year. I think they were the first group that got out from under it. That's how you play the game. The school districts have always had tax limits, and

then everybody has a special bill to exempt them from that portion of the tax limitation, and libraries were very successful in doing this.

I think we have a tough time ahead in terms of looking at additional state funding, but the only way that it can be successful is to have an effective program developed that you can take to the Legislature, and lay out exactly what the needs are, and make a convincing presentation. I have never been particularly impressed with the approaches to the Legislature that are based primarily on the political maneuvering that is necessary. I have always been much more impressed, and I think most legislators are, with factual data, with a careful presentation of the merits of the case.

Now dealing specifically with the report, I guess one of my impressions is that for those of us who are in the business of or have something to do with the present System operations, the consultant's report does not paint a particularly glowing picture of the great success of these Systems in providing services far in excess of what is being done where they are not operating. I sort of get the feeling that at times they were kind of digging to find reasons to justify the fact that the Systems were not doing a more exemplary job of doing some of the things that libraries can do, in at least some areas, on their own. Nevertheless I think, there are some clear indications that were libraries have banded together in a cooperative effort they have been able to provide some better service. Certainly, there is some room for improvement.

I think one of the things that struck me, that I think applies to all areas of public service, is the observation that in many cases at least during the sampling many of the library employees did not really extend themselves, in the sense of encouraging or offering the full service that that library could provide as a result of their System extension. I think this just emphasizes the need for continued in-service training. We have employees in public service everywhere who are not always as helpful as they can be when somebody comes up to the counter, has a question, has a problem and needs help. I think that one of the things that we ought to be doing, whether it is through the System or part of our day to day operation, is see to it that our employees are reminded constantly of the service nature of the public

"In whatever system is developed participation of the libraries from the bottom up is extremely important."

agency and its need to offer the full extent of what we have. A library doesn't serve the public unless they get the questions answered, or they get the books or the materials that they are seeking.

In looking at the two aspects of the report that probably would draw the greatest attention, I have just a couple of observations having to do with structure and funding. I think the proposal for the designated intermediate libraries is a little difficult for me to fully understand, although it is characterized as a more simple and direct proposal. That is because I really don't understand the relationship of these designated libraries to those below them that they would serve. In this era of participation in management decisions and operating decisions, it seems to me to be critical no matter how the structure is developed that there is full participation of all the member libraries that are going to be served by this organization, no matter what agency is designated to be the key regional operating unit. I think if we can say nothing more in defense of the System, at least our experience with our own system is that there is this kind of participation by the individual libraries. In fact, it is an individual decision of each library as to whether or not they stay in the System on a year to year basis, and whether they participate. As soon as they are not satisfied with the service, they can drop out.

It seems to me that any system that is developed needs to have the participation of the constituent libraries as part of the entire system so that whoever is operating the system is sensitive to what those member libraries want. Now, I can guess that if they were to designate libraries that Fresno, being the largest library in the central San Joaquin Valley, that undoubtedly our library would be designated. But I am still concerned as to how sensitive we would be to the constituent libraries that we would have to serve if all the funding came from the top down to us, and exactly what our responsibility would be in serving those libraries. It seems to me to be somewhat questionable. I think what I am saying essentially is that, although I have no basic objection to restructuring the Systems and certainly no interest necessarily in just maintaining the status quo, in whatever system is developed participation of the libraries from the bottom up is extremely important in terms of tailoring the service to those it serves.

I would also be concerned about some of the outreach programs that have been developed under the egis of the Systems and whether or not the funding that is proposed would tend to phase these out, with the emphasis of the funding going to interlibrary loans and reference activities. It would seem to me that in time, if not initially, this would become the most significant determinate of who got the money.

I would comment with regard to the funding that it would seem to me that one element that might be considered in studying the funding proposal would be whether or not the funding proposal that rewards activity at the same time doesn't eliminate the incentive of the member libraries to solve their own problems first. That particularly is true of reference activities. It seems to me that the best thing we could do is get the answer at the lowest level possible, and if we reward within the structure the intermediate or top level regional areas for answering the questions there is really no incentive for the member library below to try to answer their own question and solve their own problems before it gets to that level. It would seem to me that this might be something that could eliminate the projected 20% per year of activity that is going on and projected indefinitely into the future.

The State of California has used several funding methods in several other program areas that have rewarded a local agency for their performance to take over and do on a local level what the state would otherwise do at their level. There is no real analogy in the services with libraries and I'd be the first to admit this, but in the case of mental health programs and the case of some of the correctional programs the state has established funding procedures which reward the local agency that takes care of the problem at

their level, rather than having it escalate up to the state level where a person gets into the criminal justice system or into a state institution or something of this nature. What I am suggesting is that perhaps we could look at funding in terms of, are there any ways in which we could build into this funding mechanism some reward for the constituent library to develop the capability of dealing with their own problem so that they don't come up to the designated intermediate library or the System or whatever, and keep it down at as low a level as possible?

I don't know what the answers are to do this, perhaps some in-service training, perhaps some attempts to develop a broader material base. I don't know what is practical. I won't try to solve all your problems for you this morning. I think we would have a concern, and I have already expressed it. Many of the things that have been started within the System that our library is part of have proven to be excellent. My guess is that many of them would be continued, whether there is state funding or not. When state funding has shifted and we have gone through these establishment grants that are high and then drop down to the per capita and the mishmash we have gone through in the past, somehow most of these services that were felt by the member libraries to be adequate and desirable were maintained and were funded, if necessary from local funds. So I really feel that I can't get too excited if the funding primarily is aimed at one level of service, as long as it doesn't in some manner wipe out the other activities.

"The funding mechanism should encourage local libraries to meet their needs at the lowest level possible."

We are particularly interested in maintenance of such things as the in-service training, which is particularly important to the smaller libraries that are members of the System, such things as the outreach programs that have been developed and are operational, some on a pilot basis, but some that have proven very successful. These, if they are to be a cooperative venture, in many cases make a lot of sense. In the San Joaquin Valley we have a lot of common problems among libraries within jurisdictions adjacent to each other where it has worked very well to operate through a cooperative effort.

I'll just mention then, in summary perhaps, several of the observations I have tried to make. I think it is well that we take a look at what has happened in the development and operation of Systems, and they certainly vary from area to area. The quality and the operation and the structure are all different and perhaps there is some problem in terms of developing a common base of information as to cost, operations, effectiveness and so forth. I think that there is some evidence, if not overwhelming, produced by this study that the Systems have done an effective job in meeting some of the needs for libraries. By banding together they can do more than they could individually. This will probably lay the groundwork for a concerted effort to get additional funding from the state, which I would certainly encourage you to pursue, with the obvious warning that, don't be too disappointed if you don't get too much. You need a good story. You need a good, documented approach in order to approach the Legislature for some change in the funding system, and some reorganization is certainly worth looking at.

I'd be very concerned that whatever is developed is developed with the full cooperation of all those that are constituent members and will be served by the area designated, and that the funding source, if at all possible, of the mechanism be geared to encourage the local libraries to meet their needs and the needs of their constituents at the lowest level possible rather than escalating these requests, reference questions and problems to a higher level, so they have to bounce back and forth from library to library. That's just some of my comments, I'd be happy to chat with any of you later today. I'll be around, and I'll be interested to find out what the report really said when you get to it this afternoon.

Ethel Crockett

Thank you, that was certainly a very good talk. Your different perceptions are the kind we need to hear and I certainly thank you for bringing them to us. One of your remarks prompted me to recall when we were trying to get legislation for funding, remember a couple of years ago, and we had Senate Bill 1251. It went through the whole Legislature with one dissenting vote in the Assembly and it was vetoed by the Governor on the basis that while we had a great idea, we didn't have any data, real findings, to prove that what we were asking for was exactly what was needed. I do think that the study does provide us with data that we have not had in the past, which may be useful to us.

Now I am going to ask you to shift gears completely, stop your engines and then crank them up again because we are going to hear from Calvin Hamilton, who I am sure will bring different perceptions and different ideas and thoughts to us. I look forward to hearing from you, Cal Hamilton.

Calvin Hamilton, Director, City Planning, City of Los Angeles

Thank you so much, Mrs. Crockett, I am very happy to be here. Earlier they pointed out that I was going to go back and begin Rapid Transit. As one of my fellow citizens in Los Angeles said, we have been doing that for 20 years, why don't you get on the stick? What I hope is, we are going to make a decision tomorrow in the city. Now that is a little different and I think the distinction that Mrs. Crockett was commenting on is I have now survived longer than any other city planner in the City of Los Angeles, so that is the distinction. Wyman Jones and I last week, he on the firing front and I in the back, had been fighting a very interesting library battle as to what do we do about the central library downtown, and I have heard from a number of people, well please don't tear the building down, or, the building is no good. I am glad to know that librarians get into big controversies as well as city planners.

"We involved 80,000 people in determining what they didn't like about Los Angeles."

I thought I might begin by indicating some of the similarities between planners and librarians. First of all, we both serve the public. Many people don't want planning and I gather from some of your comments, some people don't want libraries either, at least the way they are run now. You have a problem, as we do, as to how to sell libraries, or how to bring to the public what they can do. The first thing I did when I came to Los Angeles was to initiate a program of involving citizens in determining what they didn't like about Los Angeles, what they wanted in the future. We involved about 80,000 people actively in that program, and that became the basis for our whole general plan. I think you might think about that a little bit, because I would make the observation that I'm not quite sure that the summary statement I reviewed really gets at what may be the fundamental goals and objectives of libraries. Now, I am sure you have that in lots of other documents, but it seems to me that as you evaluate alternative structures, you need to look at that.

Planners also face the same problem you do, that is, our service as the CAO just indicated is considered pretty low on the totem pole when the money crunch comes. We are often looked upon sort of as secondary services and have to fight for funds. We both are victims of vigorous citizen reaction. I was thinking that one of your problems is over what kind of books you have, you know, pornography, or the philosophy or the approach of various books. I have been in various cities involved in a peripheral way in some of that. We of course live in the middle of the fight between the developers and the environmentalists, and "stop all growth" and "zero population", and that sort of thing. We are also subject to timing and delivery problems. We have to deliver immediate answers to developers or citizens who want to know what their property is zoned for and what they can do, and they are irate if we are not able to supply everything that they want immediately. Of course, you have to deal with people who want a book right now and, why isn't it available, and my gosh, why do I have to wait a day for the answer to some simple problem or answer to some inquiry.

We both face personnel problems. You face it and we face it in terms of numbers, in terms of the training, what kind of training is best, the quality of staff, keeping up with new ideas and innovations and the management trends that are necessary, the kind of varying staff resources which you are going to need if you are going to serve the kind of functions that Herb Dordick may have discussed yesterday, the kind of functions which Mel just mentioned, of serving the people who can't come into the library.

We both need to look constantly at our reorganization and how we may best organize to solve our problems. You have this report and your discussion here which you are involved in. In planning we are constantly asking how do you do better state planning, how do you do regional planning, what is the relationship of county planning and city planning to regional planning? Then, we have on top of that, coastal commissions which muddy up the water. We have similar organizational and functional and relationship problems that you do in the library. I was fascinated by your nomenclature sheet. I thought planners had lots of nomenclature, but my gosh, CLASS and BALLOTS and CALINET and all the other things that are bantered about. I really appreciate very much that sheet, so I know what you are talking about, because it is a whole new nomenclature that I haven't really been aware of.

Let me give first what my reaction is to the report, sort of an overview. It seems to me that it is very clear from that report that libraries in the state have some serious problems in addition to funding, and I must admit I admire your State Librarian for the guts to initiate the study. I can assure you that an analysis of planning organizations would reveal that we are much worse off than you are, so I really admire tremendously your willingness to initiate this kind of study. My general reaction is that I think it is a good report as far as it goes, and I think a number of you this morning clearly stated that you didn't feel it went far enough.

My experience, personal experience, in our department of trying to get information is that I have my own research staff, so we do that. Then the next step, we go to our local planning library, which is in the City Hall, and I don't know how I would operate without that planning library. Sally Wolf, the librarian who works half time there, is just great. Now, if we want more specialized information, she will either help us get it or I go to a staff member that knows UCLA well, or knows USC well, or Rand Corporation or Cal Tech. We have staff, (and we are lucky in that) that know intimately resources in varous parts of Southern California, so we can nearly always get what we want. But it is quite evident that there are a lot of people that don't have those kinds of resources, or that knowledge, or that communication.

"Where only 15% of the total number of libraries performed adequately, I'd say you have your work cut out for you."

I've had good experience and I was amazed at the findings on overall performance, and I quote, where only 15% of the total number of 20 libraries performed adequately on all three parts of the test. The only conclusion that I could come to is, I'd say you have your work cut out for you.

I was interested in the efforts to develop the multi-jurisdictional Systems and their approach, as Mel indicated, on what is the simplest and most effective way. I was absolutely amazed to find out what a low level of state funding there is for libraries, and the difference between California and New York. Last night we discussed that, and I know this is a bad time to go to the state, but it seems to me ridiculous that you only get that amount of money from state funding, just ridiculous.

I was, as you have been, surprised at the fact that the report really didn't go into new innovations, or tools for management improvement, the new ideas that are available, at all and didn't really address itself to increasing the speed and accuracy of response by new automated systems or data handling systems. It seemed to me that it has a limited perspective. It is also

evident from your comments this morning that you have eclipsed in a sense what it said at the time the report came out by your discussion of CLASS and other efforts to innovate.

It also seems to me that it did not address an issue which Mel referred to and that is, it is one thing to provide for interlibrary loans for the more sophisticated reader who wants to do research. It is also important to provide response to questions. But I think you need to think of what was

"The answering of questions may not directly be related to the opportunity to move books around."

said yesterday, and that is, how do you help a person who wants to know about a doctor, or needs medical help, or needs all kinds of help at the local level? It seems to me the interaction and the location of the library in the neighborhood, being in the information-supplying function, is something that is terribly important. I think it is one thing to have the kind of information system that CLASS apparently is addressing itself to at a broad level, but also it seems to me extremely important to look at the elderly in a local neighborhood and what medical facilities are available. How do they get answers to various kinds of things on a sort of mundane level, because that is the level where the citizen is often lost. Unless the local councilman's office or some other office has it, as in a city hall, often the citizen has to go from pillar to post to get that kind of information. It seems to me that that is what Herb Dordick was speaking of and which we feel is very legitimate as a part of a library. It seems to me that the PMM report just avoided those kinds of things entirely.

Now to deal with their alternative organizational structures, I think CLASS does address itself (and I am so glad you are into that) to the top level consortium. I would be very careful though to not lose sight of what your goals and objectives are for that kind of an organizational structure, because it seems to me that if you go into data handling, if you go into shared

kinds of programs, you have to always refer back to why we are doing that. What is the fundamental need that that is supplying, and for what constituency? What group of people is that serving, and what do they want? It's here that it seems to me libraries get very closely interlocked with the educational function and how you interrelate.

I realize there have been long debates, and I don't want to go into that, as to whether the library and the school library should be together and so forth, and I realize that that is a locational decision over which there are very strong emotions. But it seems to me that when you look at the fundamental purpose of libraries and the goals which you have as the library system, it inevitably get interrelated with the educational system. At that point then, you have to say, where do these systems fit in to meet those kinds of fundamental goals of human beings? I share Mel's concern that the funding not just go to supplying more sophisticated answers to more sophisticated people who need constantly more sophisticated research tools. That's very important. I don't believe PMM really addressed itself to how many of those inquiries are for people like my staff who already have enormous resources available and are asking for even more sophisticated resources. I don't think that was really answered by the organizational structure. The top level consortium, it seems to me, will be of great value, particularly in addressing itself to the uses of the computer and the interrelationships of sharing available resources for more effective use at the management level. I think that is really where CLASS could serve, or the top level consortium could serve tremendously.

I too had some difficulty in trying to arrive at my own conclusion as to whether an augmented Public Library System or a regional designated intermediate library system was the best, but I have to say that it seems to me that their criteria are valid. The opportunity for the local public library, and I quote obviously, to choose the resource library most likely to provide quick, adequate service is a logical criteria, or the lowest feasible cost in time and money is a logical criteria. A fair reimbursement to whoever is doing it is a fair criteria. It seemed quite evident that there needs to be a very careful look at the standards of performance, if it takes as long to get an answer as apparently it did from some Library Systems and for some questions. I can tell you, I'd call Wyman Jones up and say my God, Wyman, why in the hell can't you get me an answer sooner than 20 days, that is ridiculous.

It seems to me that this collection coordination is a terribly important thing, and I think that it may be that the answering of questions may not directly be related to the opportunity to move books around. I was not quite satisfied, and it seems to me you really ought to look at that. It may well be with computer systems and so forth that the answer to questions could occur at a much higher level, but obviously the question of moving books around has to be at a logical geographic level.

It may well be that those two systems need not be in the same library or in the same system. They might be separated. Now I don't know, I am not saying that they must, but I am saying that it seems to me that if you really had an effective computer system, and you had a time-sharing program, and the local library had direct access to it, that could be handled in maybe Sacramento for everybody in California just as easily as having those resource questions handled in each region. If you go to an airline terminal and you get an airline ticket, those computers are one place in the whole country and you can access information automatically, right at the local level. So it seems to me that this question was not really addressed by the PMM study adequately, because I think you might get most of your answers at the local level if they have an on-line system.

Now, you have to ask yourself the question, how can you afford it? In the beginning, obviously you can't afford it except in the larger libraries. But it seems to me that that is why you have to go back to the goals and

objectives, and it may be that that is what you should shoot for in the long-term program of satisfying this need.

I think their criteria are very adequate, but I think you asked some of the critical questions. What is the relationship of their proposed development system to CLASS? I'm fearful that you are going to get caught up in the excitement of something like CLASS at a higher level, and maybe lose sight of how that directly interlocks with the best system at the intermediate and local level. I urge you to chart that out in total so that you see how they interrelate, because it seems to me that you still need that intermediate or local or regional level of response in addition to CLASS, and that they should interlock.

When you go for funding you have got to satisfy a legislator that you really know what you are doing, that you are not serving one area of concern to the detriment of the other, and that you are dealing at the local level. I keep thinking about my small child of 11 who goes over to the library and gets a book out, and that is really sort of fundamental, or when I want to go get something and I need a book, that is really where it starts. These other things are an increasing level of sophistication and they need to be kept in perspective at each level as to who can do it the best.

The idea that came out this morning of possibly using CLASS to assist the local library in doing their cataloging and other things, I must say that planners have gone through this. One of the things we need is data at the parcel level, and we need an enormous amount of data to plan a city and analyze what its functions are, and transportation, and needs. Planners, for example, in Southern California and now California have agreed to the same common land use code, so at least when we talk about land use we are talking about it the same everywhere in California.

The second thing is, how do you collect it? Well, the County Assessor collects a lot of information. We have had many, many efforts and we now have commonality of getting data from the County Assessor, so that we are able to speak computer to computer on information on a regional level, on a county level, and on the city level. Then our next quest is to get the County Assessor to collect data in a different way, so it is more meaningful for us. So far, we have been very unsuccessful at that because the County Assessor is so damned independent he doesn't give a damn about planning agencies, and it just drives us up a wall. So I am very sympathetic to your problem.

Criteria for the funding are pretty good, with the concerns that both of us have expressed, that you look very carefully at whether information retrieval need be at the same place that book retrieval is, or document interrelationship, because there you get into the logistics of transportation and numbers of books and so forth. Certainly one aspect of going to the Legislature for more money is this aspect of reimbursement, fulfilling interlibrary loan and reference requests, and the benefits of it and its cost-effectiveness. Because it is quite evident with a range of costs that you now have that some people are fairly efficient, or else give the wrong answer, while others are very inefficient and do a very adequate job but at a high cost.

Let me speak to the sustaining services fund they speak of. I think this is very important because it seems quite evident that the in-service training and the assistance in personnel work is a very logical function at a state level, or at least at the regional level. There needs to be this coordination for staff development, for new innovations and so forth. Their idea on this makes a lot of sense to me. The need for comprehensive planning at all levels, obviously I think that was a good idea. The monitoring of performance, it seems to me what they have said is very valid. You ought to have a distinct way of monitoring performance and whether people are performing well in all aspects so that you can cost it out and can justify what you are spending on various areas. The resource sharing between libraries and the method of using what you have to the maximum extent is absolutely vital,

and it seems to me that the statewide planning and coordination is a very logical function.

In summary as my reaction to the report, you need to reorganize for more effectiveness, whichever way you go. You need to streamline your Systems, that I certainly conclude from my reading of the report. Now, how you finally wind up with that is, I think obviously, the reason for this conference. Yet it appears to me you need to respond better to the public. You need to increase your personnel training. It is obvious that you need to use modern technology as effectively as possible. I think you need to persuade the Governor and the Legislature to give you more money and I think obviously if you do that then you need to find a way in which you can get a steady flow, if that is possible, of federal dollars to supplement the state money, and not have the apparent ups and downs and problems that you presently have.

Let me give just a couple of strictly city planning comments. First of all, we have a similar problem in staff training. When I was in college, I didn't know anything about a computer. We obviously have to send our staff constantly to be updated in the use of new technology, and I have at least one or two staff members all the time in some school on mathematical modeling, (which I didn't know anything about when I went to college), or computer technology, data systems, and all the other things. We obviously are in the environment and so I guess I have sent half of my staff to lengthy programs in environmental studies because, whereas I had the usual lawyers and sociologists and geographers and political scientists and architects and engineers and so forth on my staff, I've now had to hire people that are trained in biology and in geology and in flora and fauna and oceanography and all the different skills we now have to have. Plus the fact they have to communicate with the rest of my staff, so I have to send the rest of my staff to school so they can communicate with the biologists and the geologists and so forth, because we are writing about 2,000 environmental impact reports this year. So I am very sympathetic, but it means you really have to have constant in-service training of your staff. Maybe you do that.

"By expanding your focus in terms of information, you may be able to tap a whole new area of funding."

Now, some new concepts, maybe. In my work as a planner now and director of planning in three major cities, I have obviously worked a lot in the location of libraries. I know that is not on your agenda, but I thought you might be interested that one of the ideas which we hope to implement is requiring new shopping centers over such a certain size to allocate, say 1% of their floor space, or 2%, for libraries, because that is where the library ought to be. It seems to me that if you get what you are reaching for in CLASS, you definitely should seriously think about what Herb Dordick said yesterday. If we could get libraries where they really ought to be, and that is in practically every good-size shopping center serving neighborhoods on a logical basis, then that really should be the communication for the citizens in answering all sorts of questions. The elderly want to know where medical facilities they need are located, or kids need action or information about city government, and so forth. It seems to me that your ability to get funding may to a very significant extent relate to how effective you are as a communicator to the public on all sorts of public questions. So I'd give that very careful consideration. When you talk about direct input-output facilities in your library not only do you need it for what you have traditionally done but, by expanding your focus as to what services you are going to perform for the public in terms of information, you may well be able to open up or tap a whole new area of funding that you have never thought about before.

In looking at this consortium at the upper level you definitely need to know how are you going to tap into the information systems that are essential and very valuable. Let me give you an example. USC has the NASA files. We use those frequently. I think those ought to be in the

library, or at least they ought to be available to the whole library system. The *New York Times* files we have used any number of times for specialized information, and it seems to me that everybody should have that available through the library. The Lockheed system, the Stanford system, the Rand and some of the other specialized research systems, we use them and find them extremely valuable but we have to pay a lot of money for them. It seems to me they ought to be available to everybody in the city of Los Angeles, or in the county or in the region, and they ought to be handled by the library system. Therefore, in looking at information systems you need to tie these things in very carefully because these are growing at an enormous rate and are of extreme value to business, to industry, to specialized organizations like a planning agency, and to city government at large. By going into this I think you expand your opportunities.

"Why not have a development corporation build the facilities needed by all the public services?"

I was involved in some of the planning for the community services in Columbia, Maryland, which is a new town outside of Washington, D.C., and what they have done there is to combine the library and the nursery school and other kinds of facilities into sort of a community center around the neighborhood shopping center. I believe that this kind of planning should be done in California at the local level because these kinds of integration of public services are badly needed. Now, how do you fund it? Well, in working with several developers in new towns, my suggestion was why don't you set up a public service development corporation?

Instead of the library having to fund a library and the school system fund the school, as you begin the process of surburban development or new towns development you have a corporation that builds the facilities needed by all the public services, health services, county welfare service to people or social workers, or educational facilities and so forth. Each of the separate public entities that have separate funding has an intergovernmental relationship and contract. When you get the first 50 houses you can build one building in what would ultimately be a school, or one group. A library can have a part of it, and when you get 500 people, why you build an added structure on it. Then when you get 10,000 people, you expand and build the second building. But in the interim, the library, the school system, the county services, welfare services and so forth all use those first facilities because they are owned by a development corporation. There is a method by which the library agency contracts for the certain space, and so forth. You would get over a lot of the handups that we now have on funding. This is being experimented with in a new town outside of San Diego, and I hope it really works because it would help solve one of the really serious problems of bringing public services to new areas on time. It may well be able to work similarly in rural areas or in semi-suburban areas.

Looking at CLASS and some of the other networks, it is very important to look at your goals and objectives very carefully. In your summary statement it says measurable and relevant goals, objectives, and standards of statewide library service must be developed. The criteria for evaluating how adequately the services and resources fulfill these goals, objectives, and standards should address the following, but you don't have your goals and objectives. Then if you turn to the next page, it says that each individual should have equal and easy access to all types of information and resources, including the specialties of all libraries. Is that really a goal? Maybe it is, but it seems to me you need to go back further.

Now, that is the essence of the planning process, that you really identify very clearly what people need and want. Those become your goals, what they want, what the people like myself want when I need a book or I want to do something. From that you go through the process of what are the objectives to meet those goals, and then what are the policies that need to be enacted to meet those objectives, and then you get to programs and criteria. I think that is really one of the things that PMM was saying, that unfortunately they didn't feel that this had been adequately done.

This leads to my final conclusion, that it is important to differentiate between administrative programs versus the clear definition of overall goals and objectives, and how different program systems achieve those goals and objectives. Something like CLASS can be very exciting, and it is obvious that many of you are very excited by this concept, but don't get bogged down and lose sight of what your objectives and goals were when you are dealing with organizational structure. I know you have to deal with that and that is a tough nut to crack at this level, but I think it is important to relate that to what PMM was saying, and at the local level. How do you go from the local library to an intermediate system to maybe a regional system and then to an overall state system? Thank you so much.

Ethel Crockett

Thank you. You know, he gave more than food for thought, he gave me a very large dinner. But I certainly enjoyed hearing from you and I am sure we all did. We have left this time so that we can have discussion now and ask questions of our two speakers this morning. If those of you present have questions, please ask.

Dorothy Laben

I'm from Yolo County and I wondered if the man from Fresno, Mr. Wingett, made some remarks about the federal revenue sharing money in funding. Are libraries using it very much, do you know? Do you think revenue sharing money will continue?

Mel Wingett

General revenue sharing has been used by most public agencies rather cautiously in the sense of not putting this money into the operation of new or expanded services generally, for fear that they will be cut off. As most of you know, the initial bill provided these monies for a five year period. We have about a year and a half to go, and we don't know whether it will be continued beyond that. The President has indicated he is going to support continuation. I think if general revenue sharing monies are continued on an ongoing basis so that cities, counties, and the state have the availability of these monies, that local agencies will start using more of that money for operations. Most agencies have used these for capital outlay, special projects, things that are of a one-time nature because they have been very cautious about getting committed to a funding level that cannot be sustained after the end of the funds. In Fresno we have spent some of our money on the library, but most of it has been capital outlay or special projects that were expected to be completed sometime within the five-year span. When revenue sharing was first enacted, our county developed a five-year program of what we were going to do with the money for the full five-year period, with some of these things in mind as to the possibility of its termination. I don't have any special knowledge about whether it will be continued. I think the indications are that it may be, but I think most politicians today are very cautious about being committed to funding levels for operations that can't be sustained at the end of the period.

Cecily Surace

Mr. Wingett said in his talk that he felt that perhaps some funds should be given to the local libraries in order to be able to get them to answer more of these questions at the local level. Mr. Hamilton referred to what I think is an idea that Rand Corporation has proposed and perhaps others as well, that maybe some local libraries should in fact change their entire nature and become simply information referral centers, leaving reference type work of a less social orientation to larger libraries. I think maybe part of this is in the PMM report. If we put more money at the local level to be able to provide better reference service, aren't we, in essence, duplicating resource monies and staff? Going back to what Mr. Hamilton said, let's know who our users are, where we want to spend the money to serve what kinds of uses. Maybe at the very local level the library ought to be just a window to information referrals, information at the social level, leading into a hierarchical kind of reference service.

Cal Hamilton

I think that is the guts of the issue. I'm not sure, because I am not a librarian, as to what would be best at the local level, but I know at the local level it is important that my kid can get on her bicycle and ride to the library and check a book out and come home. You don't, at 11 years old, need a very sophisticated reference facility for that. My wife has her Ph.D and when she wants to know she can just as easily get in the car and go downtown, or go to USC or UCLA and get a sophisticated answer to a sophisticated question. That is the range, so what I feel is that the local level is where information for the needs of the average person needs to be answered. On the one hand, it is checking in and out a book or periodical. It is answering questions, as I indicated, as to the people who live in that neighborhood. They will be different in a very high class, upper suburban neighborhood. They will probably be different than they will in a central city neighborhood where there is a very high percentage of elderly, who are on welfare. Their concern is immediate, their concern is what kind of services are serving them. It may be a minority who have language problems. The function of that library as an information center is different than that suburban library that serves mostly upper income, high educational level people.

I think you have to look at the differences, but my feeling is that you do probably need what PMM suggested and that is an intermediate level, but I believe that for reference it might be at a higher level for the sophisticated answer than for the interloan facility. I honestly believe that you may want to have a system for interloans which is based on the geography and ability to borrow a book and move it from here to that library, whereas if you can achieve automation and direct line information referral service, that could be concentrated more easily for the very sophisticated question. It might be two centers in the state or one center in the state, because again I point out that your computer system that answers your inquiry when you get an airline ticket is in Iowa and that serves for the whole country. That is why I think the PMM study is very weak in that area, that it didn't really address itself to those issues. You are looking at CLASS and the opportunity at the upper level may open unique opportunities at the local level to give direct access to that.

Mel Wingett

I'd just add, I think, what we don't have is an analysis of the kinds of reference questions and the complexity of the request for interlibrary loans which is necessary to determine at what level those might be answered and satisfied. Your question almost included, I think, the answer which you were suggesting, and that is an analysis, really, of the relative complexity of both questions and of the rarity, perhaps, of the materials, as to what level they should be directed to.

Theodora Johnson

Would Mr. Hamilton readdress himself to this requirement for library space in shopping centers? Have you actually been able to establish such a requirement?

Cal Hamilton

The answer is no. Actually this has evolved in the last two weeks. We asked Wyman Jones, who is the head of libraries, to come and meet with my planning commission in discussing the problems of funding, the problems of a master plan, a revision of the master plan for new libraries. Wyman and I have talked at length over a number of times of where he feels libraries ought to go, and he is really very knowledgeable. The analogy was that in Los Angeles we have a $200 dwelling unit fee which goes into a fund to acquire parks. We also have the Quimby bill, which is statewide, which requires a certain percentage either of the value of the land or of the land itself in new subdivisions to be allocated for parks. There have been, as you know, major efforts to get state legislation to require for new developments a certain percentage to be allocated for schools. In Wisconsin and a number of other states, they do equally require a certain percentage of land or the

value of the basic land to be put in the fund to acquire land for both parks and schools.

I was suggesting if really libraries ought to be in shopping centers, then as a part of the approval of the shopping center, if you have a million square feet, that you ought to have 1% of the space required as a part of giving the permit for that shopping center to be allocated for a city communication and information and library facility. I'm going to write an ordinance and see if we can't get it through and see if it is legal. Los Angeles is partially dependent on your willingness to expand this information service, because you see, if that is truly an information service for all the public's needs, (or as many as you can supply), plus a library, the rationale of the council adopting that ordinance or the state approving legislation to permit that is much higher. I don't know of any place that has done it, but I am going to try.

Clara Jones

May I say something? I have tried not to take up time because I figured it's really California's time, but I have a comment to make that is pertinent to the last two questions. In Detroit Public Library we are poor as Job's turkey, but we opened up two brand new branch libraries in April of this year. The reason we were able to do it is that they had been in the planning stage long before the bottom began to slip out of the economy. One is a part of a shopping center, a brand new shopping center, in what is a new town in Detroit. It is downtown, not far from the river. The Lafayette Park was started a number of years ago and then a new section has just been developed called Elmwood Park. There is a huge population, either living there now or moving in, and this shopping center was developed with a plan from the very beginning for a library. They came to our city planner and to the director of the library before I was director, and we opened that branch just this spring. There are all kinds of shops there, it is brand new, and our library is there. The building is built in such a way that it could be used by either a bank or a library, but the decision was made way back to have a library there. Now, I can't tell you how it is going to work out because it was just opened in April. It is quite a busy section. It is quite a busy agency there, right now, but then a brand new library usually is.

The other new branch library that we opened in April is in the Butsall Family Center, which is in an older section of the city. The Elmwood Park center is in a very old section but it was all torn down and for years looked as if had been bombed out like a European city, but is now completely rebuilt. This other one is in an entirely different center of town. It is sort of a lower middle class neighborhood, lower to middle middle class, or whatever you would call it. It is a center that supplies the family with all kinds of services such as you mentioned a while ago, health services and social services. They are in one large building and it is connected to a recreation center by a tunnel to a new building there. In their planning in the initial stages they included a library; in fact, the largest unit in the center is the library.

The third thing I wanted to say is that almost four and a half years ago, in Detroit Public Library, we decided to develop information and referral. You really have stolen part of my speech for tonight, and so did the gentleman yesterday, but it was music to my ears to hear my speech so favorably introduced, especially by someone who is not a librarian. We made a decision on information and referral and started planning the implementation of it, or rather the beginning of it. We worked for a year and a half before we were able to open to the public because it takes a long time to develop your file. We were able to get federal funding, and I'll tell about that this evening. Our theory is exactly what you are saying, that this is library work, and that it is a way of the future for public libraries.

We have now instituted full information and referral service as a part of library work, not as a separate project, not as something temporary, not as

something that is done by a few people. We started three years ago in retraining our staff to go out into the community, to gather information to bring in, and incidentally, to take the full library story. We called some social workers in for this kind of interviewing. The interviewing techniques might be somewhat different from the kind of interviewing techniques that librarians know so well. It has been fully implemented in all 31 of our branch libraries, fully staffed branches, not sub-branches or sub-stations, as well as a central information and referral at the main library. It is top priority with us now, so I'll tell more about that this evening, but it seemed so appropriate to say it right now.

Cal Hamilton

If you use federal funds for redevelopment projects, then you have the leverage to get a local shopping center owner to put a library in it because he has to go through approvals. The real problem is where you don't have that leverage, and that is where we need an ordinance which requires for all shopping centers of a million square feet or 500,000 or whatever it would be, that a certain percentage of that floor space must be allocated to the public for information and library facilities and services. There you don't have the same leverage, although they have to get approval for subdivision. They have to get, generally, zoning; they have to get approval for their parking facilities. So you do have some leverage, and my only point is that it is easier where you have direct government intervention than it is where you have only zoning controls or building controls. That is where we need to develop the means by which we can get libraries where they really ought to go and make sure that they are provided for as a part of the design function right from the beginning.

Shirley Stearns

I am hoping that when you make that approach to make, especially in LA, as you envision, a lot of branch areas acceptable as information centers, you will also convince those people who are funding it that they need enough money to keep the hours open long enough to make them worthwhile as information centers.

Julia Li Wu

I like your idea. I think it is a very innovative idea about setting up a public service development corporation. Now, how are you going to deal with a repercussion that comes from the private research corporations? Because most of their business relies on government contracts. That is the first thing that you have to consider.

Cal Hamilton

Mine dealt primarily with a provision of facilities. In other words, if you have a suburban portion of a county or a portion of the city, you set up one public service development corporation, which is a joint powers agreement between the board of education, the library commission, the county, the city, and other agencies that are responsible for supplying facilities and services to a new, growing area. Instead of having to wait until you get 5,000 people there, or say 12,000 houses, before you build an elementary school, and before you build the library or whatever, you begin to build the public facilities in increments based on the number of people that come in. One corporation does it and they own the land, but they have an arrangement by which they supply, as increments of population come in, the public services needed. It is on a contractual basis between the board of education, the library board, and so forth. Maybe you begin with four rooms in a building, and the one room during the day is used for library facilities and a meeting room at night. The next two are the first increment of elementary school classrooms. The fourth is where the County Health Department and the County Welfare and so forth supply services. Then more people move in. They add two more of these units and two of them become the elementary school. When that is filled up, then the whole thing becomes the first elementary school and they build another one in a new area that supplies these functions.

The point is that so often it is so difficult for the library commission or the department to be able to build a new library, because it takes so long to get the funding. It is hard to get. The elementary school, maybe, doesn't have the right bond issue. The county doesn't have the money to supply the facilities. By having them band together and develop this kind of service corporation which serves all the public agencies you can get your development built in the right sequencing and timing in supplying those facilities to people as they move in. It seems to me it would also simplify the work and coordinate it better. Now that was my suggestion.

Cecily Surace

I'd like the opportunity of one more question if I may. You mentioned, Mr. Hamilton, that you were sending your staff people out to learn modeling, etc., and I sort of regret that maybe PMM didn't use modeling in its report at all, but we know about linkage models, morphological models, etc. What I have seen the last couple of days is an awful lot of emotion, and also a hope that there can be introduced some sort of change. How do you bring about change that will really impact at the levels that we all want it to impact at? What has your experience been? How do you disseminate change and then get people at the local level to really implement change?

Cal Hamilton

Well, that is precisely why I started with a goals program. I didn't do any city planning for five years after I came to Los Angeles, in the traditional sense at all. What we started out with was an effort to involve as many citizens in finding out what they didn't like about the city. The way we went about it is, we first involved about 2,000 people from 20 universities, from business, industry, from every church group in Los Angeles, the environmental groups, and so forth. They spent a year and a half in identifying what they felt were some of the issues and the major problems, and then we published those in movies and in brochures and reports.

Then we established 60 centers for choice. These were centers in churches, in schools, in synagogues and in some cases libraries, where the public came in for six months and discussed these issues. We trained 400 discussion leaders and we spoke to 7,000 different organizations, believe it or not. The result of this was that this went to a council of citizens who took this material and boiled it down as to what people in Los Angeles really wanted, what kind of a city they wanted, and what they didn't like about their city. That became the whole base of our general planning. The planning processing goes back and involves citizens in each step of the way, for each of the sub-elements, to carry out what the people said they wanted. In this way we are then able to go back to the citizens when we develop proposals and they join with us in public hearings and meetings and councilmen and pressuring the county supervisors, in persuading the legislators to do things.

Let me give you an example. Over half of the commissioners appointed by Mayor Bradley when he came in got their start and interest in local government through our goals program. I think that is a real tribute and that was my effort, to get people really interested and involved in citizen reaction and citizen participation to the point that they would really influence public policy. I went to Los Angeles to reverse its direction 180° and before I leave I hope I will have been able to do that, at least in planning. The only way you can do that is to involve citizens right from the beginning and constantly in the process. If I have had any success in changing policy, it's because I believe that we are reflecting what citizens want. They participate right from the beginning and they are the ones that actually sell it to the elected officials who make the ultimate decision.

OPEN FORUM: WHAT I MOST WANT TO SAY ABOUT THE PEAT, MARWICK, MITCHELL REPORT

Joe Da Rold

At our discussion of the report in MCLS Council, there were severe questions about the methodology. I believe a lot of that has already been spoken to, but I feel that there are a lot of people in this room who feel that we could have gotten a lot more out of this report from PMM with the money that was expended. My second concern is a personal one, and that is in terms of interpretation of the two alternative structures and the recommendation. First off, I felt that the body of evidence on the augmented Systems was extremely shallow. This has been echoed by a lot of the non-librarians here who, upon reading the report understood fairly well what the intermediate structure had, but did not understand what the augmented System was all about. Again, this goes back to methodology. I believe it all should have been in the report, especially considering that it was the other alternative which was recommended, the one that was there in depth.

Secondly, the intermediate structure is presented only in theory, when the ILL and the ILR could been tested within a System against its performance as a System structure. By this I mean they could easily within our 22 member System have followed ILL and ILR directly from a local

library to Pasadena, bypassing our multi-nodal system as with area libraries. I think this kind of thing done throughout the state would have given the report much more value. An offshoot of the above is what is called the lack of evidence on the effectiveness of the union catalog within a System, and again it was the same principle. The tools of the union catalog could well have been tested against itself within a System.

You made a comment this morning about flexibility being crucial to the ultimate solution and I feel this is very true, which goes into my concern about the lack of attention given to the unit-type structure in the report. It is given very short shrift, when I feel that in terms of flexibility unit-type has a very real part, a very real contribution in the total structure that we eventually evolve out of this week's session. The PMM, (and I would refer to page 10-9), does only mention the unit-type from what the backup system can provide. In other words, they really do not approach it from what the members of the unit-type can get on a two-way flow. Maybe to phrase that better, the regional intertype certainly can interface with the unit-type rather than just merely providing backup. My last item of concern is simply to call attention to the statement on 10-4, for minimal disruption of existing patterns, as criteria for judgment upon which PMM would make their ultimate recommendation for structure. I feel that minimal disruption of existing patterns occurs best in the augmented System, and I don't feel that PMM weighed this as carefully as they should have.

John Haak

As we know, things are changing fairly rapidly in librarianship, and there are three areas of which there is little or no discussion in this report that concern me, because I think they affect the main issues. We have already discussed CLASS as one of these. The second is the fact that the state already has a number of intertype library cooperatives in existence, including the Central Association of Libraries, Cooperative Information Network, Libraries of Orange County Network, San Diego Metropolitan Area Library and Information Agency Council, San Bernardino-Inyo-Riverside Counties United Library Service, Total Interlibrary Exchange, and there may be others. A third area that we have already commented on that it ignores is the effect and influence of technology and automation. Leading the discussion on technology and automation yesterday, we found it very difficult to discuss that issue in isolation from structure. We can talk about automation as a tool, but you look at the impact of other basic technologies such as the railroad or telephone. It did have an impact on the structure of our nation and I would like to see a task force of some sort look at the implications of CLASS, automation and technology and our existing intersegmental cooperatives in relationship to a total plan and see this put up as a complement to the study done by PMM.

Ethel Crockett

I would like to remind everyone here that, as you probably do recall, in my opening remarks on Monday I said that our ultimate, glorious desire would be to find by Friday afternoon exactly what we want to do. I didn't really think that would happen, and I did say that from this group which is assembled here I hope we will have an informed nucleus of individuals who can continue working on the planning and development for legislation. Please remember that I would like to have your suggestions for those who should be on that planning council, or whatever you want to call it. Perhaps it would be a good idea in the group discussion that you suggest individuals who might well be members of that group. I hope that we will not have a congress of people who try to meet. I think that would be unwieldy. I would like to have a relatively small planning group when we get down to hard work, but I certainly want to have the advice of this group as to who should be a member of that group.

Ursula Meyer

I just want to say, Ethel, that the Systems Council will continue to plan on September 17 and 18, just before CLA council, a two-day institute for

the Congress of Systems to study the report. There will be an opportunity for a large group to attend. It will be in Los Angeles at the airport, and we will get information out to you on that.

Janice Stewart

I'm Janice Stewart from San Diego Public Library, the invisible city, and the invisible library, and that is my comment. We are not mentioned, we are invisible. We don't have an inferiority complex yet, but we are going to have someday. We feel we are one of the big libraries.

Alice Reilly

One of the things that bothers me about the PMM report is similar to one of the concerns expressed by the man from Santa Fe Springs. It seems to me that politically we would be at a tremendous disadvantage to go to the Legislature scrapping a system that has been in effect for essentially only about 10 years. Many of the Systems have had difficulties that they have had to work out. Many of them are just now coming into full use of the facilities that they have. We certainly haven't had an overwhelming amount of money to work with and to experiment with on kinds of programs. Simply to discard a thing that has been working, more or less effectively, more effectively in some places, less effectively in others perhaps, but does have elements of real excellence, in favor of something that we haven't tried, we don't know exactly what would happen to it, it seems to me that it would be far preferable to see what could be done with augmenting the present System structure, providing things that we really do need to do, and some better communications devices so that we could have something to build on that is already in existence instead of starting something brand new. I think that the Legislature might look askance at some brand new program that would throw this thing out that we battled with the Legislature so long to get.

Jim Henson

The executive board of the Peninsula System met before the Institute started and asked if I would pass on some comments to the group here. I am a supporter of Systems, and fortunately one of the Systems has returned the compliment. The board, though, wanted to drop back from the System level down to the individual library. Their point is that over 99% of all library transactions occur within the local library. 1% or less generate themselves into an ILL or ILR transaction, which are both handled within our own System. An even smaller percentage then go on up to some very competent organizations such as BARC and SCAN that are very effective in answering the remaining requests. However, all of the funding formulas in the PMM report seem to place the bulk of all state funding in a superstructure entirely removed from the individual library. As the two speakers just before lunch pointed out, this does not encourage efficiency at the individual library level. All the financial rewards seem to be within that superstructure itself. We were hoping that whatever structure is finally resolved would give more attention to the individual public library in satisfying the needs of its patron on the spot, both in resources and in funding.

Genevieve Casey

I'm glad that the last point was made. It's one that I think we tend to lose sight of. It obviously is true that the great bulk of library service which is demanded and given is indeed at a local level. An example of that might well be outreach. Now, there are some implications of outreach such as possibly staff development, possibly service to large institutions in a region, but for the most part if what you mean by outreach is special services for the aged, for the handicapped, for the shut-in, for people in a neighborhood who for a variety of reasons feel left out of a library, that it would seem to me is clearly a local problem and not primarily a regional one. There are many, many other kinds of library service. I would suggest to you that the charge given to this study group was not to study public library service generally,

but to study interrelationships, Library Systems. This is not to say that the local library is not important; of course it is, it just wasn't the focus of the study. Now, as you people begin to think about what you want to put into a new state aid law, you could reason, I am sure if you wished, that the determinant of the quality of library service that the people in California or anywhere else are going to get is at that local level. You can argue if you wish that the state has some responsibility for supplementing the local funds for local service. There are states that have that kind of codicil in their state aid law; we have in Michigan still. There are other states that take the position philosophically and pragmatically and practically that the state's role is in the interlibrary relationships. It is not necessarily even an either/or, except it kind of comes to where you want to put your priorities, given the fact as we were reminded this morning that we probably are not dealing in a situation of unlimited funds.

Nadine Greenup

Some of us felt that there is an interlibrary activity involvement at the lower levels recognized by the formula or by the funding that goes beyond just the immediate public library service. I know that this isn't quite the way you people saw it, but we still feel there is a service that the smaller or local library can render in this interlibrary exchange business. In some way I would like to see this recognized, maybe not totally as much in the formula but to some extent. Give them recompense if they do provide a service, and somehow have that written in. In other words, we were concerned about the lack of recognition, or lack of opportunity for any kind of horizontal activity, to be completely locked into that vertical structure. There is no incentive there for them to serve.

Genevieve Casey

There were a couple of considerations when we talked about this yesterday, Nadine, that led the researchers in this report to the preferences that they indicated. One was that there was some evidence that there is a good deal of confusion now in California about the direction of interlibrary loan, confusion which has resulted in the slowing of service. If you try to draw the interlocking and overlapping kinds of arrangements that have occurred by design then it can be a pretty confusing thing to even think about. One of the efforts of the researchers was to try to create clearer paths for interlibrary loan. The other thing I think I would remind you of is that from the time that Alexandria was borrowing from Babylon there have been informal interlibrary loan arrangements which up to this point have become kind of impossible, simply because the volume has gotten too large. I don't think that any system that you devise on a statewide level will preclude the kinds of informal relationships that exist. If you know that your neighbor in the next town has X title, if you are positive it is there, then you can stop by on your way home and pick it up for your patron. There is nothing on earth to prevent that sort of thing continuing. The researchers saw no way to set up a workable system to compensate all that stuff.

Nadine Greenup

But, Genevieve, our concern is that that library may say, send it up the line, they are getting paid for it, I am not. I hate to say it that way, but that is what I think. Now, I had one concern of my own, about the personnel staff development. Systems must encourage and provide for the development of library staff at all levels. Fine. But to the extent that personnel handling interlibrary requests may be concentrated in a few locations, their administration and the management and control of System operations will be facilitated. Back in 10–11 you mention again personnel concentration. The higher the degree of personnel concentration and specialization in a structure the more attractive it is from a staff development standpoint. I am just very concerned about our real need for staff development out in the boondocks, at the little branches, the smaller

areas, remote areas. I don't see quite what you meant by this concentration. I realize if you can concentrate interlibrary loan activity in one place that that level will be taken care of, but I didn't see any provision for these people out in the areas.

Genevieve Casey

Well, I would agree with you that there is ample evidence in that report, and it doesn't relate just to California, there is evidence all over the country, that there is a serious, crying need for staff development all up and down the line, at every level and at every kind of outlet. It again is perfectly obvious that the whole system, no matter what brilliant system you set up, no matter how beautifully funded it is and how marvelously logical it is, will break down at the point of the weakest link of the local library if something is not done about it.

One of the things it would seem to me that you have to think about in California as you begin to work into some kind of system of statewide staff development which this report recommends, is who is responsible for what? Who is responsible for training paraprofessional and clerical help? Is this a state responsibility or does this get down to the local level? Where ought the primary focus be of staff development? Is it as the quotations you read would seem to indicate at the very highly professional level of the supplying of interlibrary loans? Is it at middle management level? Is it at the directorships of libraries level? There is that whole series of questions. Then there is another very interesting series of questions. Who is going to supply the staff development? All sorts of agencies in any state, and this one too, are in this business. The State Library is in this business. The local Library Systems and all the way down to the local libraries are presumably in this business. You might say that is what the California Library Association and other associations in this state are essentially for. And to speak to my own little baliwick, the library education people are in this business. In some measure community college people are in this business. There are a lot of us that are involved and there is a real, crying need for some kind of agreement and coordination of resource in any state. I guess that is why the researchers felt that it was important that there be a kind of a statewide approach to this, whatever it is.

Barbara Boyd

I think I have found an omission in the report, but it may have been assumed, and that is the freedom of personal access to libraries. Interlibrary loan and interlibrary reference are never as satisfactory as personal use of a collection, and one of the successes of our present Systems to a degree is that they have freed people to use the library most useful to them. I had hoped that the report would expand this freedom from public libraries to academic and special libraries, some structure, some method of financing so that the individual person was free to go to the place where he or she can be best served. Now it may be that when you wrote the report you were assuming that this freedom could be maintained under the structures that you recommend, but I don't think it can.

Genevieve Casey

Our assumption was that you had established the concept within the public library structure for in-person open access, and it was assumed indeed that that structure would continue. It was however, assumed, when imbalances occur in this in-person use within a region, that one of the functions of the regional council that is proposed under the preferred alternative would be to address the question of imbalance and possibly resolve it through a kind of arrangement between local libraries. Now, the whole question of free in-person access to libraries which are not public libraries was, so far as I know, not addressed at all. I would remind you again that the focus of this report by direction was on Public Library Systems, and the other types of libraries are impinging on that only as it becomes necessary for public library service.

Barbara Boyd

Perhaps then I should make it clear that in my experience this free, personal access has been purchased outright by the very small state aid the Systems have received. I hope I am wrong, but I think that if all of the member libraries in the System do not receive something, (now they may spend it for System purposes, but they must have some say in how it is spent), that there will be an increasing number of city councils, boards of supervisors, and so forth that question the open access, and that I think is a matter that is of serious concern.

Genevieve Casey

Is it a big problem, this in-person access? Do you want to continue it? There is a place in the report that equal access should be a requirement, should be in the law. That is written in the report.

Ethel Crockett

I think you are really talking about two things, at least as I listen to Barbara, you are. One is, do you wish to continue open access as a part of your new state aid law? You all say yes, and this is indeed the recommendation of the researchers, under whatever pattern. The other one is, do you feel that it is important to provide some direct aid to all local public libraries? That is another whole great big fat question, which this report does not address.

Harry Rowe

I would like to move back to a point that has been commented on several times today, and that is the matter of the treatment of the union catalog on the local level. Assuming that our desire is to handle interlibrary loans in such a way that they can be provided with one transaction as close to home as possible, the study in looking at the union catalogs says that from what we have been able to determine there is no evidence that the union catalog provides any faster or more localized service.

One of the things that bothers me and I know it has bothered other people is that to my knowledge there isn't a single union catalog in a multi-jurisdictional System in our state that is complete. They range from those in which there are two libraries out of nine that are in what exists of a union catalog to some in which all libraries are included, but they don't go back beyond 1965, or something like that. It would seem to me that we should take a closer look at the possibilities of bringing these union catalogs into full focus in each System so that we can do this very thing. I have the feeling and it has been indicated here today that there is a richness in resources that are right next door, but if you only know of the contents of three out of eight or nine libraries you miss those neighbors. You either have to pick up the telephone and call seven times, and then move on to the next step. I'm not about to do that if I could work it out with, say, Los Angeles County.

I would go to LA county rather than even contact the library next door, but I sure want to be able to get the material at the closest location. Perhaps in such case I could send my patron to that location. I can't do that right now and I think there are a lot of other libraries that cannot do the same thing, and yet we are in Systems, we are working together, but we have not accomplished this end. I might point out that there were many of us who asked that this be done, (and I am not pointing any particular finger), that we would be able to accomplish this about four or five years ago, that we use some of the monies from the state to accomplish this end. It was suggested that, in fact more than suggested, we were told, you can't use state money, you can't use these outside funds to accomplish this end. I have the feeling that maybe in this study this was bypassed on inconclusive evidence, and I would hope that we take a closer look at how we can do this job as close to home as possible. It may be that this is a step.

I too was quite disturbed in the fact that there was little attention paid to existent programs and activities in the area of automation. That may very well be that we are going to need some kind of superstructure, but I would

hope that in accomplishing our aims that we not negate those things which have been accomplished to date. Those people who are working and are utilizing automation we need desparately to be picked up and made a part of whatever is going on. We need to immediately work towards some kind of standardization so that we know that there is a goal, a natural standard that we can work towards as we move towards automation, that we meet face to face and can accomplish our total state needs in relationship to the automated scene.

Genevieve Casey

I think you are terribly right, Harry, that this whole question of not *a* union catalog but union catalogs in various states of incompletion is something that needs looking at. There are an awful lot of questions which are in fact not answerable with the kind of data we have now, at least not practically answerable. In the first place we don't know really anywhere in the country, and we don't know it in California either, to what extent libraries duplicate each other. We don't know to what extent libraries of let us say 100,000 volumes, and let us say just a public library for a moment, we don't know to what extent they duplicate each other. We don't know to what extent public libraries duplicate community college collections and vice versa. We don't know in any accurate way to what extent public library collections are duplicated in high school library collections. We don't know to what extent community college collections tend to duplicate senior high school collections. There are a whole series of unanswered questions. To the degree that you get duplication, of course your union catalog is less valuable. That is one consideration.

Another consideration is that as Harry says, there is not one union catalog around here. There are, I suppose you could say, dozens in one degree of coverage or another, and when you think about trying to bring union catalogs, or a catalog, into a retrospective completion you are talking about money that boggles the mind. I think it is true you have to start thinking about standardization. Well, in 1967 we got the MARC breakthrough and

now we have got the basis for a kind of standardization. Is it retrospective? Well, not yet. Is it likely to get in any comprehensive fashion retrospective? Probably not. So then you ask yourself the question, how practical is it to attempt to tap a wide variety of local resources before you go to a central collection that, presumably because it is a larger collection, is less likely to be duplicative and more likely to answer your question? I mean, these are the questions. And what is really cheaper?

Is it cheaper to build a comprehensive catalog which perhaps in view of our expanding record is necessary if you are going to tap locally, or is it cheaper to simply set up some resource libraries and compensate them for accepting a request which may indeed be next door? Where is the most effective pattern, cost-wise? Where is the most effective pattern in terms of getting rapidly for the patron what he wants? These are the kinds of serious questions that the report answers in terms of, give up on totally exhausting local resources before you go to a higher resource. The report says, in the opinion of these researchers and such data as they could look at, you would have a more effective system if you went to fewer large resource libraries.

Cy Silver

Genevieve, I notice in the first alternative, the augmented Systems, that there is apparently no mention of what happens with existing public libraries that are not members of existing Systems. Some of these libraries enjoy strong local tax support, some enjoy weak local tax support, but they are not members of Systems. Is there any role for them in the augmented Systems? What is your thinking about how their local citizens might gain the benefits of whatever structure is developed? What happens, do they have any backup resource intended for them under your augmented Public Library System alternative?

Genevieve Casey

I guess no more than they ever had. If they wish to make their own informal arrangements, again, how can you prevent this? We wish to prevent it. You are on your own if you don't want to belong to a System, or so it seems to me. And again, you must have had the experience in California that has been all over the country that when a system of whatever kind functions well and really provides service to the public, don't you think your hold-out is reduced? Certainly this happened in New York, certainly it happened in Michigan. After all, most libraries want to give good service to their patrons. If any kind of organization provides it, it seems to me in time, right will win.

Louise Darling

I represent one of these other networks, a regional network, the Pacific Southwest Regional Medical Library Service for California, Nevada, Arizona, and Hawaii. My chief reason for coming was to find ways we might interface with state and Public Library Systems more effectively than we do at the present time. We, of course, serve health professionals primarily, not the lay public. I imagine this will change in time, but that is our situation now. Then in addition, I thought it might be of some interest to you to know something of the way we are organized, because we put a very large emphasis on the grass roots libraries, which are the hospital libraries in our case. The intermediate library is one of the large county medical association libraries. The rest are the academic medical libraries of these four states. We happen to have a contract at UCLA for monitoring and managing what is put together and we are reimbursed for backup service only. But we are making great efforts to make the basic units be the point of first resort and I think we are having quite a bit of success with this. Our setup is much more informal. There isn't any legal, binding regulation that says we have to do any specific thing, except that the headquarters library, which is ours, must follow the advice of the National Library of Medicine. Primarily, we hope to be able to interface with all of you more effectively and with whatever comes out of this meeting, or CLASS, or whatever. We

hope that you will remember we exist and we would like to participate. And I might say we have worked very well with Black Gold Public Library System, and we have been in touch with some others. My staff tells me we are getting a fair number of requests from Siskiyou and Sacramento.

Cecily Surace

I was looking at the proposed structure and one of the concerns that I had was how you essentially enforce cooperation and get libraries within a System to do what are System objectives and goals. I don't see anywhere in the report any similar concern about how one enforces the intermediate libraries and perhaps even the top level consortium libraries to guarantee that the services that are being contracted for are in fact given, particularly when very often, at least I know now in my own library, first consideration is given to the research staff. Are we going to be running into that same sort of situation, or what corrective action can anybody take? Where is that power going to be residing?

Genevieve Casey

I guess I would say the name of those games are standards and performance measures, and monitoring by the regional council, and designation of a library or redesignation, and eventually a monitoring by the State Library. That would seem to me to be the range of answers to that game, and maybe the best answer is continuing education. But I guess I am prejudiced on that one.

June Bayless

I wanted to say on behalf of the Metro System that we spent a meeting discussing this report and it was the common consensus that we support the augmented System library structure. One of the other things I would like to mention that was brought to my attention, particularly, was the fact that they speak of the fruitless searches in interlibrary reference, and they don't mention any of the by-products that may have come from those fruitless searches, such as a better knowledge of tools and so forth on the part of the staff. Also the cost of those searches is not mentioned in relation to what it would cost if those books had had to be purchased. The sharing of books down at this local level is still one of the most important features of the structure that we hope we will be adopting.

Genevieve Casey

I think we did calculate that and it is an interesting figure. We did take the number of interlibrary loans that occurred in that four-month period and projected it, annualized it. We identified the cost of that activity and then we took an average cost of the book, and the cost benefit is terrific, of course. If you take the view that when a patron wants a book he should have it, if you take that as an assumption, and if you say you are going to provide it to him without his personal charge, then the alternative is either you work out some kind of sharing arrangement or the local library buys the book. Then I believe we came to a figure like $8,000,000 that it would have cost the taxpayers of California to accomplish what you accomplished with, what was it, about $3,000,000 in total? $1,000,000 or something like that. So if you want to play that kind of numbers game the cost benefit is magnificent.

Bill Emerson

I am not an expert in the scientific method, but I had thought that in developing an objective study certain assumptions were made and certain hypotheses were developed and data gathered to test the hypotheses. The findings then either corroborated the hypotheses, upset them, or gave indications that further hypotheses had to be defined and again tested. There is not one iota of evidence in this study that suggests that such a pattern was followed. Indeed, in part of Mr. Nelson's opening remark he stated, "We couldn't find anything that would appear to fit the data we were looking for." I realize this is quoted out of context, but in whatever the context, the tenor and implication of the statement disturbed me. It left me

with the impression that the researchers had, somehow, determined what they wanted to find and then began to look for data that would enforce their predeterminations. I certainly entertain serious doubts as to the degree of validity or reliability this report achieves.

Genevieve Casey

I can only say we gathered the data and then tried to understand what it meant.

Bruce Bajema

I want to belabor the union catalog topic a bit. As libraries are attempting to go to automated catalogs and union catalogs within house, it is obvious that if you can pull from somebody else's database already-created bibliographic data you don't have to keyboard it yourself. Having done that over the past year and a half myself, I did quite a bit of research into the kind of hit rate one gets using various databases to try to extract your own from. Bret Butler and Jim Dolby have done some of this and the overlap ranges from 50% up to about 85%, depending on where you are and whose database you are using. So in some instances it is very strongly indicated that you really need everybody in the database in order to get the broadest representation. Another figure that somehow you didn't get to, and it relates to this: I don't think you really measured where the books came from that were filled. Indications in North Bay, at least, the System I am from, are that you cannot use the two strong libraries and get a high fill rate. They fill less than 50% of the in-System filled requests, and that is a consistent figure, month after month after month. What you are saying is if we go to a desginated library type of concept, either they have to expand their collections significantly, which means expanded buildings, or you are going to cut our fill rate by 50%. I mean it is that simple.

San Francisco and I, a very small public library, did a little two-week study a year ago in order to make an application for an automated interlibrary loan project which never got off the ground. I could fill almost 20% of San Francisco's interlibrary loan requests. That is not the kind of thing you will find in Berkeley. They won't have the books that I have at UC Berkeley, so it is not there. There is a longstanding folk wisdom, and I think it proves out, that you go to the smallest unit to fill. North Bay consistently gets its highest percentage of interlibary loans from Shasta, because the book is there. If we go to San Francisco it is out, you know; this is just absolutely consistent. It is month after month that you can do this.

Carol Moss

I don't wish to belabor the union catalog either, but I feel I must speak in support of that. That is a serious lack in the report, in terms of addressing itself to the whole automation question and to the value of either a union catalog or several union catalogs. There is no complete union catalog in existence in any one multi-jurisdictional System. I would think that the fact that the fill rates either for interlibrary loan or interlibrary reference were not spectacular was because of the lack of current, reliable bibliographic access. I don't think that the study addressed itself to this problem, so I do echo what many people have said, that this is a serious lack in the report.

In terms of what Bruce was just saying, there are library automation consultant firms working on this question of overlap of collections in California. This is not completed, published data yet, but Bruce heard the same thing I heard. I believe the Los Angeles County database, which is fully automated, overlaps 83% with the California State University system. Now, I believe that is a significant overlap and we will know more about this very soon. It is because of pursuing the whole question of bibliographic databases and working with automation types that these kinds of information are becoming available to us. So again, I feel this is a serious lack in the report.

It also seems to me that libraries, all kinds of libraries in California, are several years ahead of where the report ends. We already have in existence

the intertype library cooperatives of a regional nature creeping up at a very fast rate now, and we all think this is a good thing, and the report has not addressed itself to that. It seems to me that building on existing structures and existing databases is an economic and a good thing to do. I will certainly support the augmented System approach.

Nadine Greenup

This is sort of a practical, procedural question I feel I am going to be asked when I go back, and maybe I have missed it. When the request is relayed up the line, assuming that even if the library has acquired several copies of a title, and maybe has a regional storage area, (because this is going to have to come if we have these centers, some kind of a greater building facility), say the copies are out. They pass it on up to the next higher consortium. If the copy is not available, would that request then be fed back down the line? What happens in your interpretation of this pattern? Does it go back down? How far down does it go before it is stopped, and perhaps worked on again, or what?

Genevieve Casey

I guess my interpretation would be that if the top level consortium couldn't fill it because the material was out, and again let us remember that the first port of call in the top level consortium in this concept are the two public libraries, LAPL and San Francisco, I would think that the appropriate public library would put it on a reserve list. I'm sure this isn't in the report, but how else?

Nadine Greenup

And the fact is that in the report you mention that you feel it would be much more practical for only the designated libraries and on up to feed into any kind of a union list, which would mean they would not know if any library, say next door, would have it, where they could move into it?

Genevieve Casey That is the trade off. No, they wouldn't.

Nadine Greenup Now, I have one question that was relayed to me as I came up. Did you take into account the percentage of interlibary loan requests which might have been for periodicals and which percent were for books, in which case some could have been replaced by photocopies, this kind of thing?

Genevieve Casey This was exactly the question in my mind. An awful lot of interlibrary loan increasingly is going to be in the nature of photocopying, I would think.

Sheila Thornton Getting back to belaboring the union catalog again, I'm concerned about what appears to me to be a consideration of overlap and duplication as being intrinsically evil. I don't find that in my concept duplication is in itself evil, if indeed there is a demand for the material. Or in the case of overlap, is there something wrong in a library having the same book that is held by one next door if someone is asking for this book? Don't libraries, indeed, have multiple copies of things because people come in to ask for them? I do feel in our experience in filling union catalog locations, when we reply to a library telling them where a book is held we automatically reply with three to five locations. This is done on the basis of the fact that a library is most apt not to be able to find a book available in the first library that they contact. On many occasions a library will come back to us asking for additional locations, so I don't feel that this duplication, overlap thing is something to be discounted as being bad by itself.

Genevieve Casey I think it is only bad by itself if you put a lot of money into identifying what everybody has. You have indicated, of course, there is the question of the material being out. For example, you wouldn't put a nickel into knowing that every library in California has *Time* magazine, I would assume.

John Haak I would like to ask if the upper level consortium was tested by the researchers for hits and fill rates, or is this upper level consortium just being hypothesized as being able to fill all these requests?

Genevieve Casey So far as I know there was no extensive testing of hit rate, no.

Jan Galbavy We represent probably the largest multi-jurisdictional System in the state with 22 member libraries, 23 in July. We have a very inadequate union catalog, but we do have one. We find that approximately 50% of our interlibrary loan requests are filled by the local library, the small library, and the way we get at their holdings is through the union catalog. The other thing we have by way of backup statistics, is that we are participating in the newly formed SCILL network. This network was preceded by about a year and a half's worth of interlibrary loan experiments with the four large systems in LA county. We found that the highest percentage of fill rate in those four Systems was through using the LA County Library's catalog. We used that catalog all the time in our experiment, and that is how most of the requests were filled.

The other point that I think needs to get made here is that the representatives of five Systems by way of System coordinators are here. We have been talking among ourselves. It is the first time we have met each other, or some of us have met each other. We've verified a lot of things that have been said. It is true the Systems in the state are quite different. We find that we have different jobs, our functions are different within our Systems.

But the fact is that all of us have been essentially charged by our Systems to bring to this group the same points. They are all saying the same things. The Systems are saying union catlogs are good, we need them, we need a statewide union catalog of some kind. All of them are saying the same thing, the local library is serving a vital function that can't be dropped. They must be supported in some way. All the Systems are saying we are into intertypes. They are starting to work, we like them. The structure has to be some kind of an intertype based on the local Systems that have already been established. Together we represent a lot of libraries in this state, and a big population, a different structure, but doing essentially the same things and bringing to you the same charges I think.

Harry Rowe

May we dream for a moment? I heard Shiela comment a little bit about the operation of a current union catalog, and we have talked about how long it takes to get a reply on who has what and the like. We have lived with this for a long time and in spite of its problems, it is a tremendous collection of information. I'm not certain that that is the union catalog that we need to somehow or other put into a database. It could very well be that the union catalog we might have might come as a result of the fact that at our own local levels, with some kind of a standardized pattern, we could create enough local union catalogs that were machine readable. We could create the very thing we have had for a long, long time, in a sense, a statewide union catalog. It could be that practically every public library in the state could be on a union catalog, a data-based union catalog. It's a dream, I'm aware of it, but it would do the very thing in minutes that we now take days to do. It is one of the luxuries you can have after reading and talking and so forth, to dream of something such as this, that at a moment's notice at a terminal in each library, (or if that is too expensive at lest by a telephone call to a library with a terminal), you could determine and make your request within the next minute.

Ron Saladino

I am from the Lompoc Board of Trustees and I am also on the Santa Barbara County Library Advisory Committee. When we received the draft report, I produced enough copies that would send it to each of the library zones. I met with the people from the zones, trustees and advisors, to receive their input prior to coming to the meeting. Professionally, I am a software engineer, a computer program engineer, so I have some concerns about the report which are probably obvious. But first before any of the automation aspect, when turning to and looking at the title of the report, it caused me concern when I saw the word "Comprehensive". That means that it is going to be quite in depth, and it is going to cover quite an area. From both of those, "Comprehensive" and "Next Decade", I went into the report and have these comments.

The capability to have on-line computer access to the collections of the large and small libraries to provide information in response to questions from either the PhD or the child, and that range in between, is today within the realm of possibility. Furthermore, the capability can improve the library's responsiveness to these users. PMM ignores the reality of automation. That is my job. It has been my job for ten years, so automation is here. You can go right across the Golden Gate Bridge here in Marin County and we can see it in being.

Another concern has been mentioned already and that is the structure approach to ILL and ILR. The access to the uniqueness of collections of the smaller individual libraries needs to be included in the plan for the next decade. I am not totally opposed to the PMM report. The report is certainly a review of our Systems long overdue, since I believe any program initiated must contain an evaluation and an analysis as a major part of the program. They have collected data worthy of further analysis. We plan to use the report as a planning tool.

John Haak

I was just talking to Norm Tanis here, and within the two large academic systems of UC and CSUC, we are adding over a million volumes a year. If we could use BALLOTS tomorrow to assist in our processing system, we would have as a by-product, beginning tomorrow, a union catalog of these two large systems. If public libraries would start to contribute to that system we could begin having the kind of union catalog we want as a by-product of our processing systems. I would like to see us begin as soon as possible to apply a system that is available, whether it is BALLOTS or OCLC, but apply it. Many of the issues we have raised would become dead because we would have access to what we need.

Jan Galbavy

This is something that hasn't been mentioned and just maybe should be, especially in relation to using the data in the report as a planning tool. Another thing that has come up in the conversations among the System people is the fact that some of us feel that the data supplied by our Systems was not fully accurate. I think all of us discovered, as we went along bit by bit through the report, problems here and there. In compiling those statistics every week, you discover two months along the line that one library has been doing it wrong. I don't know how major it is, there is no way of finding out.

Ethel Crockett

That is terribly discouraging to a researcher, after he takes the data that he has asked for and has accepted in good faith, to find out after the final report is printed that nobody believes what they were giving him.

Jan Galbavy

I have no idea what the percentage is, maybe it is 1%, but I think it is a general feeling that people have that, as hard as we tried, we just couldn't get at the really true picture.

Abbey Dahl-Hansen

Someone this morning, I believe it was Cal Hamilton, suggested that we follow a two-track system, although he may not have used these exact words, and my apologies if you didn't, that delivery of books follow one track and the delivery of information, if you will, follow another track, presuming, I guess, that delivery of books might be something handled at the local level while delivery of information be handled on a more regional basis, or from a larger basis. As I read the report I gather that both books and information were to be delivered on one track, that there was not a distinction between delivery of books and delivery of information. It seems that the libraries that were designated as the consortium libraries might be very well equipped to deliver the information, but as we have heard from several people this afternoon, they are not well equipped to deliver the books, especially the books that are now delivered through the Public Library Systems. As someone said yesterday, most of the requests for her library were from the high schools and community colleges requesting an entirely different kind of book than you would find listed at any of the five larger consortium libraries.

Now my point on that is that yes, indeed, a union catalog of the resources of California might well lead us to the location of books. On the second, the delivery of information, locating some of the major databases such as the Lockheed database, the *New York Times* information bank, at each of the consortium libraries would lead us to get the information from those libraries. Someone used the term this morning, window; that the local library is the window to that data bank and you could jump over all the intermediate and designated libraries.

I wonder first of all if the report considered a two-track approach and if not, I would like to address our attention to that, so we think of two different ways of solving those two quite different kinds of needs.

Genevieve Casey

Assuming they are totally different, you do need to think about it, and the answer is, no, it was not considered, as far as I know.

Jay Ector

Let me give a little credit where it hasn't been given before. Let's face it, the report was done by a profit-making organization. The conclusion they came up with in the most direct possible way, using a built-in bias of expediting service in the quickest way, and hopefully at the least possible expense, may have been the only one they could see from this bias. But at the same time if they had called for an expenditure of $11 million plus in about four years, and they had called out as their recommended alternative, augmented Public Library Systems, we would see a great many people here raising their hands in hosannas, saying, I agree with this entirely. If they had suggested that an alternative might be proposed using something strange and unfamiliar to us, a designated intermediate library that kind of goes against the grain, for personal service, for the one-to-one relationships we have in small libraries, there probably wouldn't have been too much comment relating to this concept as a viable alternative.

Because either unintentionally or intentionally, and I will give them the benefit of the doubt, they presented this methodology as the least costly manner of getting interlibary loans of all types from small libraries to regional libraries, from large libraries, actually their conclusions were right at this given point in time. But of course, as others have mentioned here, they failed to take note that at this time the data was being collected a substantial game was going on that was originally directed by the State Library that we had augmented Systems or public libraries working through regional intertype libraries. Let's use the word networks, because it is getting common now. That was being asked of us. During the progress of this report, apparently the effort to collect data visualizing the network input and the network game we are playing was not given to the same extent as the other two systems.

PMM should be congratulated for presenting the report in the way that they did because if it had given us something that we were comfortable and familiar with, the State Library, the librarians in the state from all levels and all types of libraries, would not have gotten off of their backsides to the same extent to think through the problem and come up with an alternative to this report. So by indirection or by direction, we will get some thought processes generated that weren't there before, and out of this will come something useful.

Cal Hamilton

What I was trying to express was the fact that there are different levels of information response. We were talking at lunch about the fact that at the local neighborhood library level there are certain kinds of information which it is desirable, it seems to me, to respond to people who come in or call in by phone. We were discussing that, for example, you have in many citites a social service exchange, where people can call in and they are referred to a particular social agency that would serve their purpose well. Let's say their child needs special education, or they need health services of some kind. There is a social service exchange. We were also talking about the fact that there are in many cities now hotlines, one for the elderly or one for the mentally ill or for the alcoholic or this sort of thing. I am not suggesting libraries take that over, but certainly it seems to me that the library might well become a focus for local information.

The other aspect of reference is that it may well be that using some kind of computer facility, if you can go to that, you would have a computer terminal for a library in one of your Systems that would be a direct line into a consortium for very sophisticated or very detailed research in which you could get very specialized information, or where you could tap into the *New York Times* system or Lockheed, and so forth. Then there is another level dealing with information which could only be best supplied perhaps by a system which serves the whole state, or a whole region. This needs to be thought through, and would be extremely helpful in your planning to look at. You may not agree with PMM's recommendations of how to determine financial assistance, though some of their criteria if you look at these various systems, could still apply. To gain efficiency, to gain response time, to gain the best use of your dollar, whatever final system you evolve as a basis for requesting funding, it would be important to apply that criteria at both ends of the spectrum of information.

My other comment is in assisting staff training. In Los Angeles City I helped persuade the city to fund staff members to go back to school. For example, I regularly have about 60 staff members that are going to college or going to the university taking specialized courses. If they finish that course satisfactorily, the city will pay the tuition. You might persuade your local cities or counties to initiate that kind of thing. It may be well to limit it in the beginning to those areas where additional skills or makeup or learning new things are needed. I think PMM was suggesting that there be at the state level direction or leadership in providing staff training for areas where the people that work in libraries need to have their knowledge expanded.

Ursula Meyer

I, too, agree with Jay that there is some value to having a document over which there is controversy, but I continue to be disturbed by PMM's complete lack of knowledge of the political process which we are all associated with. That is where we get our money. Also, between the first edition and the second edition there were revisions, but very few revisions. Now obviously, a research firm has a right to make recommendations and does not have to listen to the people who suggest that changes here and there would be wise. Some were made, others were not made. We are now, I think belaboring and I am doing it too, over and over again, but there seemed to

be a lack of sensitivity on so many levels, and I think this is what some of us are concerned with.

Grace Gilman

I want to speak, too, in favor of union catalogs, and would just like to emphasize that Bruce would not have been able to find all of those answers to his requests from Shasta County had he not been able to refer to the union catalog in Sacramento.

I'd like to make a remark about information. I don't think you can draw a line between the geographical location of the person who wants to know some information that is in Lockheed or NASA and who wants to know about a hotline somewhere. It is quite possible that someone might ask, is there a hotline in Shasta, for instance. If you have grown up in a city with some of these things, you go away from the city to another part of the state and you assume it is there, or you assume that somebody else has it available. I think that from what I understand of computers, I don't see any reason why they can't contain all the information that anybody has, from the local little library as well as those high, brainy places.

Wes Doak

Just a point of information really, and hopefully a little ray of sunlight for those people who are calling for the establishment of a union catalog. John and Harry and some of the others have mentioned that this could really be started Monday if we wished to. For those of you who have not yet had a chance to sort of plug into what is happening with PLAN, the Public Library Automation Network, I do want to make this following point of information. Six of the seven libraries in PLAN will have an archival tape generated from their activities during the next year. Now, that tape is not going to be on-line during the year, but an archival tape will be made and that could contain anywhere between 100,000 and maybe even a quarter of a million records if people are really sophisicated in their use of the terminal during this first year. It is a very small piece of the pie, but there is some advance planning being made by those member libraries, and there is a sort of an archival tape already started as of a week ago Monday.

Margaret Gibbs

As a layman who is somewhat knowledgeable by training as a university professor and long experience as a staunch library supporter, I would beg leave to point out, (and I appreciate that I am hopelessly outnumbered here), that page 5–12 is getting very little attention. I am a little bit disappointed about that. That is a summary of findings, particularly paragraph 3 which relates to staff personnel and to why things are not going better, the failure of library staff members to perform well, including the crucial ability to determine users' exact needs and to refer the request. What can best be described as attitude was another all too frequent cause of staff failure. While the technical aspects of library and information dissemination service are certainly going forward and will be pursued and ultimately achieved, I would suggest that the one area in which we could begin today or tomorrow or when you get home to make immediate improvement is in this particular area of recognition of public service. This is an area which I would hope we might have a little more emphasis on, for those few of us here who are laymen.

All groups of professionals, and I consider myself a professional in my field, tend to slide in day-to-day operation, which is less on the basis of idealism and of adherence to goals and more on the basis of convenience to oneself. I think we tend to forget a little bit who we are there for, what we are there for, and I am concerned at this gathering, where you are all professionals and we few laymen are present, we don't hear back from you something that says to us, but we are doing the very best we can. I know you are working hard. I know some of you are working for less money than you deserve. I do appreciate that, but I do feel a concern that sometimes access is not provided to the average citizen coming to the desk. Access is

not given to him, either in the cordial manner in which he is greeted, or the way in which he achieves the information he has come for. I would hope that we had a little time on that.

Jean Strong

I am a user of one county's library and I haven't found the same thing that Mrs. Gibbs has just spoken about. It seems to me that as a reader or as a person who wants to listen to the phonograph records, or take them home, or borrow a film, not only I myself but everybody I have talked to in the county in which I live, which happens to be Fresno, feel that the staff performance is wonderful. We get awfully good service from the staff at the library.

Wyman Jones

One chapter in the report considered alternative structures, and as you recognized before the alternative structures that were provided for analysis assumed that both interlibrary loan activity and the interlibrary reference activity would be a function of the same structure. I'm not entirely sure that that assumption should have been entertained and that we should entertain it this afternoon as we go into these sessions on studying structure, for this reason. The interlibrary loan activities have a geographic dedication. They have to be predicated on transportation, physical vehicle delivery systems on a daily, weekly basis. The laying on of hands on physical library items is the key thing, getting a three dimensional item from one location to another. That is almost wholly divorced, and we see this very clearly in our own activities with a service population of 3,000,000, from the interlibrary reference activity. Most of that activity is conducted by wire, either telephone, teletype, or telefacsimile. It seems to me extremely likely that two structures should be looked for, one which most efficiently would handle the interlibrary loan, which has a geographic dedication, and another which would handle interlibrary reference, which does not. I think if we fail to consider that when we are studying structure this afternoon that we are missing a really good bet in terms of efficiency.

Gil McNamee

I, of course, would like to speak in support of Wyman's statement as well. I don't know whether you realize it or not, but due to our State Library and LSCA funds, BARC will be embarking on more or less this type thing in the next fiscal year. That is a contract with the University of California at Berkeley, in which we will be taking the reference function on still further and relying on the resources of a large academic library. I believe that the separate reference or interlibrary loan function is a very good idea and should be considered.

Sandra Smith

I am Sandra Smith from the Serra Reference Center in San Diego. I think that interlibrary reference and interlibrary loan are different, but we shouldn't forget the connection that there is between them. Requests for information, which is what ILR is, are more often than not, I would say in our case 75% to 80% of the time, satisfied by materials. They are not answerable in ten words. They are not answerable over a teletype or with a yes or a no. They are very complex questions and the answers must of necessity come in the form of photocopied books, periodicals, or whatever. If we completely divorced those two things, I think the whole system would break down.

Ethel Crockett

In a computerized system that has the data bank with the holdings of all of the libraries that are in that system, it would be quite possible for one to call up the information for holdings from a specific area. If you wanted it for interlibrary loan to be from the geographic area in which you were borrowing, that information could be displayed while the holdings of libraries outside of that circle of your immediate cooperative group would not be displayed. If there were information that you were seeking from the entire

network, which would be perhaps reference information, that also could be called up separate from the holdings information. I believe there would be quite a lot of flexibility possible. It would be possible within the context of a single large database to have these two tracks that you, Calvin Hamilton, addressed, and Abbey Dahl-Hansen and Wyman have spoken to.

Wyman Jones

I wanted to make it clear that I have no quarrel with Miss Smith's argument. I agree that both of these major areas of activity reside finally in resources, a major one being books and other printed materials. What I am saying is that I think it is entirely possible that we can successfully superimpose two different structures, each one having a major function, over the resources, and not have any real, serious crossfire or static, that is all.

Morris Polan

I really have just one thing to say, and I mean no offense, but it is a thing I always say at meetings like this about library cooperation. It seems to me that I have always been there before, and I always go back, because it is my hope that eventually we will get from point A to point C. Now, naturally and humanly each one of us brings our own professional and to some extent limited interest and expertise to the discussion of this entire matter, which is larger than the sum of the parts of our interest, and it is unlikely with 100 people, even though we are, as Miss Casey said, the brightest and the best, but why can't we get out of this morass of lack of library cooperation? I still have enough faith to believe that we can, if we will, if there is a way to do it, if we will to do it. So that is my sermon, which is my traditional sermon on library cooperation.

Shirley Stearns

I realize that this was a comprehensive survey, as they say, and I realize that it was dealing with two things, interlibrary loan and reference, and I realize that it was based on results tested in libraries and so forth, but I think it would have been valuable to have had some sampling of what the John Q. Public that uses libraries felt that they were missing in their libraries, even relating to these two sections of the survey.

Ethel Crockett

You can't fault PMM on that, because the Department of Finance started a user survey, and we really felt the two were going to work together. The Finance one sort of fell apart.

Julia Li Wu

May I make a special commercial for the National Commission? I feel in many ways the concept of CLASS is so similar to the national network concept that the National Commission has been working on for a long time, for three years. Our draft of the national program has been revised three times, and at the time we started to draft our national program we were facing the same kind of criticism as you are today, Genevieve, so don't feel bad about it. What I want to suggest is since these two concepts are just practically the same thing, for those who have not read our national program draft I'd like to offer you a copy. We are putting out our final report, so hopefully in about a year or so we could propose it to Congress for legislation, and if CLASS is going to beat us to it maybe we can base our concept on yours. Those who are interested, will you write to the National Commission or contact me? I will be very happy to send you a copy.

Jo Terry

I just wanted to speak on user surveys. Sometimes we haven't convinced users that they really need more of our services. In our local surveys, people think libraries are marvelous, which they are not.

Ethel Crockett

Jo, I am sorry you started on an upnote and ended on a downnote. Before anybody goes up and down anymore, I really think we should break up for the time being. Thank you very much.

TOWN AND COUNTRY: TWO VIEWS FROM THE LIBRARY WINDOW

Ethel Crockett

I want to thank Clara Jones and Alma Jacobs for so thoughtfully giving up their prime time, shall I say, this afternoon so that we could have the open meeting that we had at 2:00. I'm sure what they have to say is no less interesting now. Our topic, Town and Country, Two Views from the Library Window, and so Alma Jacobs, I'll ask you to give us a view.

Alma Jacobs, Montana State Librarian

"Will you tell me which way I ought to go from here?" asked Alice. "That depends a good deal on where you want to get to," replied the Cheshire Cat. "I don't much care where," said Alice. "Then it doesn't matter which way you go," said the Cheshire Cat. "So long as I get somewhere," added Alice.

So long as we get somewhere. There has to be some planning and there has to be some direction. It doesn't really matter whether you are talking about rural library development or urban library development, so long as you have to get somewhere, and getting somewhere takes a plan. Maybe in the dim, dark days before radio and television and the automobile, we might have made the mistaken conclusion that everyone in the rural area knew everything about the area and it wasn't necessary to plan very much. You sort of have a way of mistakenly thinking that because you are in a very small town you know all there is to know about the town. But that is not a good premise, because if you are planning for library development in the rural area, you have to gather your statistics, you have to know as much as there is to know about the area. The widening horizons of us all have

brought the outside world within the radius of the most remote or isolated communities, and so this changes the community for which you are going to plan.

At this point in rural library development in Montana, we have decided to go along with the plan that calls for systems of libraries that are really confederations of libraries. The whole state is filled with a lot of rugged individuals, and they would rather be ragged individuals, you know, than give up their local autonomy. But this is all right, because you can tell that it is a carryover from the frontier days when really, everyone did have to depend upon himself. If you were on a remote homestead and there was a snowstorm, there wasn't anyone to dig you out but yourself, and you went along with the business of getting the stock fed or doing whatever errands you had to do. So, there is a strong sense remaining of independence, and this is not in itself a bad thing. In Montana we decided to develop systems around confederations of libraries, but we call them federations, and we try very hard to see to it that each system that develops develops around a central idea, and that is that no participating library gives up its local autonomy. Each participating library retains its own board of trustees, sets its own policy, sets its hours of opening. They are members of the system to participate in the increased services, but they do not give up these very precious policy-making decisions that they all take pride in and appreciate having.

We have divided the state into roughly six regions that approximate the Governor's district planning areas. He has twelve but our six areas do cover those twelve areas as far as boundaries are concerned, and we are one of the first agencies to begin using these planning districts. We wish the Governor would give us credit for doing this, but we don't ever hear him say that in his little speeches around the state. The planning areas all have, within their boundary, at least one fairly large library. The two largest are in cities that are growing to about 70,000 by now, and the other four are smaller but they do represent the largest population centers in the area. The federations have grown up differently. Each one has grown up differently, really, depending on the person who is the coordinator and the board of trustees at the library and what it is possible to sell, and also what the participating units are shopping for.

Well, this sytem or this plan of federation of libraries seems to work well for us, although over the years we have not persuaded every county to join a system and we keep working away at it. We have all, I'm sure, been used to working with areas that consistently turn down the offer to join a system, and this is very frustrating at times, but we have decided that you just keep trying because every once in a while you get an added bonus and some whisper of the good service in an adjoining area or some persuasion on the part of a member will persuade someone else to come into the system.

Sometimes if you have a number of facilities already in an area, it seems to be more difficult to get that area to join. For example, if there are several small libraries all fiercely independent, then you may not have the success that you would have in an area where there was no library at all. There is a strong defense in most communities of the libraries and of the librarian, which is really sort of nice, you know. The librarian is usually a most beloved person in the community and there is a defense of her and the institution regardless of the housekeeping and the number of old titles on the shelves and things of that kind. Coupled with this defense of the library, liking the library as it is, there may be factors of rivalry between small towns, and you have to know about that, and sometimes animosities and antagonisms that may have had their beginning as a myth but they still persist.

"The librarian is usually a most beloved person in the community."

When I was a public librarian at Big Falls I was expected to develop an area that includes the town where there is not only a city library but also a county library. About 20 years ago, when we first started talking to them,

I heard this story about why there were the two libraries in one town. It seems that the county people wanted to use the city library and some trustee said no, they couldn't use the library because they would get the books dirty. Well, a couple of weeks ago, I had an occasion to go visit that little town again and this time I got the city librarian and the county librarian together and we were having lunch, and wouldn't you know that myth reared its ugly head again, only now the story is that the trustee said, no the county people can't use our books because they might get manure on them. I don't expect to be around in the next 20 years to hear how much more developed that story is. But the fact is that it has persisted and now can simply have no credence at all. The trustee has been dead for years, but the story lingers on and you just wonder how that could possibly happen, except that you know those two librarians are clinging to that myth, just clinging instead of getting busy and getting those libraries into one.

You have to take into account any population decline and drop in the per capita income, because this is very real in a small rural area. Sometimes you are really fortunate and you come across a community in which improved library services are considered a good antidote to a shrinking population. Most recently in Montana we are experiencing a flight from the city and growth in population in some of the rural areas, and some of these people come from areas where they have had good library service. So sometimes that gives a boost to planning that you hadn't expected. You can't make an assumption that the availability of paperbacks and television and ease of communication and ease of travel cut down on a small community's desire to have extended library service. Really, just the opposite may be true because they are exposed to modern technological change. The desire to expand opportunities locally often is a factor.

Just the other day when we started the Institute, Brooke Sheldon told us about the exciting use of NASA's ATS6 satellite in Alaska. They piggybacked on this satellite to institute a training program for librarians in a rural area, and that is the kind of exciting development that will take hold in a remote rural community. It certainly did in that isolated community, because Brooke said that in the community the training program went to areas where sometimes in the winter you only get mail once in every two or three weeks. This experiment commanded a lot of excitement in that area.

In Montana, we recently received a real boost for library development because the system headquarters installed TWX machines in order to pass the requests from their participating libraries on to the State Library as the switching center in the network, and then from us on to the university libraries and from there to the Pacific Northwest Bibliographic Center in Seattle. Well, I can't tell you the improved status those headquarters libraries had from receiving those TWX machines. They were really kind of a status symbol with their participating libraries. Now, most of the coordinators in the headquarters libraries couldn't really convince the participating librarians that they ought to pick up the phone and call in their requests to the headquarters library every day so they could be transmitted quickly to the State Library. So the coordinators themselves called the small libraries, because long distance telephone calls are still frowned upon as expensive and certainly not a way to do business on a daily basis. Headquarters calls the participating libraries and then the information gets onto TWX and then into the State Library, on to the university and then on to the PNBC. We really feel like we have entered the 20th century with the installation of the TWX machines. It really was a morale booster for all those small ones who come into headquarters and see that impressive looking machine that Western Union has had around for a long time. It really is impressive in our library service, and so every once in a while there are bonuses like that.

"We really feel like we have entered the 20th century with the installation of the TWX machines."

Another boost to development comes about with improved library facilities. LSCA Title 2 changed the whole picture of library buildings across the

state, and more recently revenue sharing funds have been used to improve some facilities. There is one county that is really gaining fame. The commissioner was even elected to the chairmanship of the trustee division of the MLA because as county commissioner he gave $250,000 in revenue sharing to build two small libraries in this county. That has really made that county the envy of every other county in the state, you know. If revenue sharing is around long enough, I know we will have one or two more, because it really just does something, gives everybody a shot in the arm to have those improved quarters, inviting, attractive and well-used right in the center of town, the pride of everybody concerned.

Consider all the years that small public libraries operated alone before we thought very much about systems, and consider their poor support in Montana. Nearly every public library started as a women's club library. In the bleak little towns, those industrious women got together, and they wanted something better for their town so they collected the books and they put them in a little building, or in the corner of the store or something, and took care of them. This was really the beginning of nearly every public library in the state. Their support hasn't been good all along and we depended too much on LSCA funds, really, for development. The competition for the tax dollar has been such that libraries have been relegated to a more or less unimportant place. You can begin to realize what difficulties there are in persuading little independents to join a system.

Sometimes when you are thinking about library development in the rural areas, you might have an impatience to get the job done. You just can't be impatient, I should say that. Someone said the other day that no one had any business staying in a place 20 years. Well, I stayed in Great Falls as the librarian of the Great Falls Public Library for 19 years because that is how long it took to get our library building. I started working on it almost the first day I walked into the building, and that is how long it took. Once the people understood what it was we were trying to do, I knew they would vote for it. So I just stayed around until they did, and it was sort of gratifying to know that you build up the confidence and they get to know you and then after a while, after so many defeats, you really have a bonus even in the defeat.

The first time we lost, we lost 4-1 against in our bond issue, and the second time we lost, we lost 3-1 against. But that time, people were saying, oh, I don't think you are going to get your library, and immediately I knew what was wrong. They thought it was really, personally my library. When we switched directions and really got people out talking about it and staff members said not a word, then the third time we won. We only won by 139 votes, but it didn't matter, because if we had lost by 139 we would have been out the fourth time. It takes time, and you just have to hang in there and do it with all the patience of Job and more. You know, now if you go to Great Falls you could canvass everybody up and down Central Avenue and you couldn't find a single person who voted against that building. That's really just how proud they are. So you just can't get tired. There aren't any shortcuts, I think, to winning that local support.

"Now if you go to Great Falls you couldn't find a single person who voted against that building."

When I first started out thinking about service to the surrounding county, I used to visit the offices of the county commissioners, because they hold the purse strings for all of the county funds. The chairman of the commission was an old man who wore a hearing aid and just as soon as we walked into the office we could see him turn down his hearing aid so he really didn't listen to our spiel at all. Then just to punctuate his dissatisfaction with us and our request, he had a tall brass spitoon over here and every once in a while he punctuated this. But you know, he and the spitoon both disappeared from the courthouse, and now the county is participating in the system, not really at any place near the funding level they should be, but they are participating. I often think about that. You know, it really would

"Just as soon as we walked into the office we could see him turn down his hearing aid."

have been easy for us to be very discouraged and leave, because we knew that he didn't hear anything we said.

I suppose in such an advanced state as California it is elementary to talk about the necessary ingredients for developing systems in rural areas, but I think you have to have the convictions of the librarian in the small public libraries and the convictions of their boards, so the sooner you get to know them really as friends and the sooner you get to know their local political situations, the sooner development comes about. There has to be improvement in the area that you are going to serve. As soon as you convince libraries to join, or an area to participate, you have to deliver, and that means immediate improvement that they can see. It has to be dramatic and you can't overlook this, because if you take any of their hard-earned, sparse funds into the larger area, they have to know that it is improved service that they are getting for that, and it has to show. They have to see a bookmobile immediately, almost as soon as the ink is dry on the contract, or there has to be visible, dramatic improvement in the participating library, with more collections and more books.

"They have to see a bookmobile immediately, almost as soon as the ink is dry on the contract."

It has to be immediate and it has to be dramatic and then when you open the doors of the headquarters library to the area, you really have to be prepared to be service-minded. That means that any resident of that new area should never come into headquarters and receive short shrift at the hands of a condescending clerk, and never should that person receive short shrift at the hands of the reference staff, because you promised improved service. They have been told no in their own little libraries. They have been told things weren't available there, so they can't hear that when they join the system. The service has to be good and immediate, so we always try to make sure that the headquarters library is tuned in on what cooperation means before we even start to develop the area. If someone travels a great distance to get to the headquarters library and is dissappointed because he has forgotten his card, and you are insisting that he has to have a card, or if he really needs some information and he has driven that long way and your staff isn't helpful, you might just as well revise your plans for going back to ask for more funds the next year, because memories are long.

"They have been told no in their own little libraries, so they can't hear that when they join the system."

I can't emphasize a proper service attitude enough as one of the main ingredients for successful development. I think that really applies any place, but more particularly it is a most defeating thing to go back to discuss funding again the next year and find that there has been discontent with the service. If everyone isn't thinking cooperation, the development of the system just stumbles through some very treacherous times. Everybody has to be attuned to the cooperative arrangement and that means the newest page to the most influential political person, more than likely the commissioner. It is helpful to know about the animosities as I said, but it is only helpful to the degree that someone has to maintain equilibrium, and keep the channels open between the two fueding groups. Patience is a virtue, it really is.

You know it is a must to take the long view. You have to realize that the only thing constant is change. You lay your groundwork with one set of commissioners and then he isn't elected the next time, and so you go back and start talking to someone else. It is always wise not to do the talking yourself but to be there just for answering questions, because we do try to get the local people to make the request to the commissioner. Also, the federations are set up so that governing bodies are arranged for through a federation advisory board. It includes a person from every little jurisdiction. Every contributing unit sends a representative to a meeting where policies are set and the air is cleared, and at these meetings it is always a good idea to invite independents. The people in the areas who have not joined are invited to come to the federation advisory board meeting. They see what a pleasant, happy family it is and how well everything is going and they also

"Stick around until you get the job done."

get to understand better what it is we are talking about when we say you retain your own policy-making decision, and so forth.

Now, I don't think there has been anything really very startling about what I've had to say: ongoing dialogue, keeping the doors open, best possible service, and sticking around until you get the job done.

Clara Jones, Director, Detroit Public Library

I'll share mine from the urban point of view. Perhaps some of you will remember the Public Library Inquiry. It came out in 1950 and it was a very important study of the public library scene. I remember part of that report, it stuck with me. A national survey showed that public libraries were used by only 15% to 25% of the population on a nationwide scale. Now, I am sure there were probably communities that used it less than 15% and many others that used it more, but this is what their survey showed. Their further comment was that, and I guess this was logical from one point of view, the public library in other words serves the leaders of communities. Public librarians of the time seemed to accept that. I know we did at Detroit Public Library. We discussed it and said yes, I guess that is what we do, we serve the leaders of the community. I didn't really accept it, though, and it sort of haunted me through the years.

In recent years since I have been Director of the library, people think since I am an urban person and I guess a woman, and a black woman at that, that I am some kind of authority on finding a magic key to turn statistics around, book circulation around, reading habits around. We are going to find some way now to go back to the good old days when the book circulation statistics were much higher, people were reading more, and so on. Well, of course, there is no magic key, and I am certainly not the one to hand it to anyone, but when we look back on the good old days, we'll have to remember that 1950 was a pretty good reading time. World War II was over and the population had sort of settled down. The great exodus to the suburbs had not started. Cities were pretty much the way they had been and times were flourishing and perhaps that is more or less typical of the way it has been for a good bit of our history, but even then you have to look at the opposite figures that 75% to 85% of the public does not use libraries.

"1950 was a pretty good reading time but even then 75% to 85% of the public did not use libraries."

Now, that 15% to 25% meant that the libraries that we had at the time were pretty hummingly busy, most of them, but we still had to remember that 75% to 85% of the public does not use public libraries. I remember a comment in *Library Journal* after the riots of 1967. Someone was commenting on the fact that in most cities, public libraries were not disturbed. I know there was one glass door in one of our branch libraries that was battered in and that was all, and we had the worst riot of all in 1967, but this person's comment on that fact that public libraries were not really bothered was they didn't know they were there. That kind of comes out of that 75% to 85%.

We are on hard times now and we hope that our hard times will ease up some, but libraries are having to compete in the marketplace. I am thinking of public libraries in particular, since that is where I spend my time and have spent most of my career. Public libraries are having to compete with all other city departments. They are asking us the hard questions about proof of our utility. Whatever they say that's really what they have in mind. So, for many years now, public libraries have been examining themselves, examining their role in the light of the changing urban, suburban, rural scene.

"It is the institutions that insure the flow of civilization."

The tremendous social convolutions have hit every institution hard, and our institutions cannot respond immediately. I think they should not, because it is the institutions that insure the flow of civilization. They are depositories as well as sensitive social instruments that respond to people's needs. It is the arts that can really respond quickly. Look at the dances, how they change from year to year or in less time than that, and how expressive the kinds of dances, the folk dances of America, for example, are of the

lifestyle of the young people, their thinking, their restlessness. Certainly when you see painting that reflects the times, the mood, very quickly and very graphically. Music certainly does, and it changes. The arts really are right at the pulse beat. But your institutions must wait a bit. They must be aware, they must make trial adaptations, but they must wait a bit to see if certain trends and certain standards are set before they start changing themselves, because if they change at every little blowing of the breeze the way the arts can, and the way the arts certainly should, then institutions would destroy themselves. Libraries, being one of the principal institutions of any society, have tried to adapt, have tried to respond to the changing needs of our cities. They are old cities but they are really new cities.

Detroit as a city, I guess, has always had kind of an inferiority complex. Ex-Detroiters living in the suburbs, in particular, and some Detroiters have said the city is in bad shape and it is dying. Let it die, we don't need Detroit. I feel that they don't recognize what they are saying. What is this nation going to be like without New York City, and New York City is on the cliff, overhanging. Civilization develops its institutions that are meaningful in our lives where there are clusters of people, either large, medium, or small-sized clusters. You must have your urban centers whether they are large or small, and so it is a very serious thing you are saying when you say, let any city die.

"Detroit and the other cities are not dying, they are changing."

A newspaperwoman and I were talking about that and she said, you know, Detroit is not dying and the other cities are not dying, they are changing. I thought about that more and more, and I realize that throughout history just as throughout the life of an individual, cities have changed and developed. They go forward some, they go backward some, just as an individual does in his life. In the history of the great cities of the world they have been sacked and burned and leveled to the ground, either in olden times or in World War II, or something of that sort. Sometimes the total population of a city has been destroyed by plague, and yet those cities have come back. There has been a renaissance, at one time or another, and they have gone on, some of them more beautiful and more progressive than ever. So this is what is happening in the cities of our nation and Detroit, which is called the Dynamic City, is always the sort of showcase. It is always the dramatic first incident. But there we also have a test case and Americans must look at Detroit and Philadelphia and New York and the old cities in their distress, in their dire distress these days, and not feel separate at all, but know that the bell may be tolling for all.

Libraries are making adjustments. One of the early adaptations in an attempt to meet new needs that the public library made was to look at its book selection. In realizing that cities are changing, the population is different with different emphasis, different interests, the book selection had to reflect these new and changed interests. There has been a concerted effort to let the book collections of individual libraries and cities and regions truly reflect the interests and needs of the new people in Detroit, or the new people in the urban area.

Another way in which public libraries began to respond was through programming. If you will remember, over the past two decades or more, librarians have shown a very great deal of imagination and skill in bringing and developing relevant programming of all kinds. I look at that but I am still not satisfied because I am thinking about this 75% to 85%.

I am still looking at all kinds of statistics, fully aware that our statistics do not tell the whole story, that we have not devised any kind of way yet that will tell what is relly happening in a library aside from the inadequate count of book circulation. But at any rate, for all of our progress and accomplishment in the area of programming, we still have not made a real dent, an appreciable dent, in that 75% to 85%, not just statistics-wise, but as far as being a determining influence in the way it seems to me that

libraries can be and must be if they are to survive as really meaningful institutions.

It may be that if we continue in the large urban centers to serve only the 15% to 25% that we will be funded and housed and developed in a way that is in keeping with such a small kind of service, and I know I am leaving a lot out when I say that, other influences are there, but to try to take a hardheaded look at it is becoming difficult. I have heard many of you mention during this conference, the difference is difficult to come by in figures, by dollars for the library. It is difficult to make the State Legislature realize that libraries are important. So I am looking to see, not just I, but librarians in public libraries, what our role is to be now. It seems that just the traditional reading guidance and reference service, which are really at the heart of a public library, of any library, is not enough for us to hand onto and go forward from. We must always have that, please don't misunderstand me.

Several years ago in our library literature, there started appearing articles about information and referral in connection in particular with public libraries. Along with that you started reading about the new information scientists, the information specialists, the information industry. These bright young men, (and I say that because in the beginning I think they were 100% men; women have joined their ranks now), in the information industry have pulled out of the traditional fold of library science, pulled away from the mother profession, and with very sophisticated techniques from the very beginning using computers and all kinds of hardware, with quite a sound and venturesome business outlook, have created a new kind of occupation that is taking on very well indeed.

The whole country in the past several years has become information conscious. We realize in the public library, however, that information, not just this sophisticated industrial and technical kind of information, but in the lives of everyone, information is the thing that makes the difference, that gives you your status or your place in life. Getting an education is dealing with organized information and getting on top of it, absorbing it, and making it useful in your life in a variety of ways. But these young men have dissociated themselves from the library profession. Some of them have not been to library school, but they are doing the kind of work that librarians are trained to do.

When I was in the West German Republic on a library tour, we visited what they call documentation centers. Two or three that we visited were large, handsome buildings of several floors with all kinds of machinery, just every kind of technology you could think of. They described their work in all different kinds of fields in Germany, not only the industrial field but every other kind of field. These documentation centers, and the specialists in them, would do all of the bibliographic research in the beginning, and would continue with the project, supplying the kinds of information that were needed. It was very important work that they were doing. They were very greatly appreciated. But at each place I noticed that they very carefully explained to our group of seven librarians that they were not librarians, and the more I listened to them and examined their work and saw what they were doing, I said to myself, the heck you aren't a librarian. You are doing highly sophisticated reference and bibliographic work. Then I said to myself, just to smile a bit, I guess one of the reasons they are not going to admit that they are librarians is that they probably wouldn't get as high a salary as if they called themselves documentation specialists, or documentalists and so on.

I began reading, as I am sure many or most of you did, some of the articles about information referral in public libraries. Now, of course, this is information work on two different levels, the one that I am talking about, the documentalists, so to speak or the information scientists, this is different from work in a public library, either the main library or certainly the

branch libraries whether your library is county, rural or suburban. These articles were exploring the idea that information of all kinds is the librarian's province. We know that librarians have gathered together, organized, that is cataloged and classified, and service information of all kinds from countries all over the world, from all times. That is what a library is. It is organized in that kind of way. A warehouse full of books would have no meaning whatsoever, but a library is a warehouse in order, with librarians to keep it up to date and to give all kinds of special services. Now, we have done that for the recorded information of all kinds, and a few decades ago we extended our province to include audiovisual materials in the recreational field, as well as in the informational field, so it is recorded information of any kind, and we do reference work in this.

"If you stomp where there is a sparrow he will take off right away. Patrons are like that sometimes."

When people come in the library we know how to deal with them, because you know people will come in and not really tell you what they want. You have to dig it out of them. You know how if you stomp where there is a sparrow, he will take off right away? Well, patrons are like that sometimes. I remember when I was working in a branch library, a patron came in, a young man, who was very serious. He said he wanted a book on zoology, and so I questioned him a little bit. Do you want something in a popular field, and I talked about one or two things, or do you want a textbook? "Yes, yes I want a textbook," and he didn't want to talk with me. So I took him to the section where he could find a zoology textbook, but I sort of kept my eye on him, you know, the way we librarians do. I could see he wasn't getting what he wanted, so I approached him again, still trying not to stomp and make him fly away, and began talking with him again. Gradually it was brought out, he didn't want a zoology textbook at all, but he thought he had to classify it for me. He said that his uncle was a butcher and was going to take him into the business, providing he went to butcher school, and that he wanted to do a little reading ahead of time on how to cut pork chops and steaks and so on and so forth. We are accustomed to that kind of drawing people out, both on a simple level like that or on a sophisticated one.

So, these articles were exploring the idea of our turning to a new dimension, a new old dimension, (what is new in library science or in the world), of doing what is really reference work in human resources, in community resources. I have given that quite a lot of thought, and I remember that when the waves of immigrants were coming to this country from Europe, the 40 or 50 million that came by 1900, they settled in the large cities. There was not a network of social agencies to introduce them to a new culture and a new language and so on. They came over here and one organization that helped them was the growing or developing big city political machine. They had their own interest at heart, not so much the people because they were building a machine, but in many instances they met a group at the boat with someone who could speak the language, someone to help them find a place and occasionally bring them a bag of groceries. Now, they were giving some information and guidance to those people, but of course there was no chance of that going anywhere.

"In the second half of the 19th century public libraries in big cities were neighborhood information centers."

Also, there was the church that helped them. There was the school that could only help them to a limited degree, because their children occupied all the school's time. In the second half of the 19th century, public libraries in big cities in particular, were developing, and the records of the library show some references to the fact that libraries in a modest kind of way, in that era in particular, were neighborhood information centers. They were really the only organization that could give them the kind of informational guidance that they needed. This, however, was not developed because it was not recognized as really library work. I guess it was something that librarians did, and librarians do a lot of things.

Today, 100 or more years later, we have new immigrants coming into cities. We have a country that is in social turmoil. We have very sophisticated networks of social agencies and business agencies. Our lives have

become very complex, and there is a maze of offices and stations of all kinds that we have to deal with. For many, many people, this is a problem. They don't recognize the help they can get for their life-size, everyday problems. They are shunted around from this telephone call to that office to the other one and so on, and there is discouragement in this sort of thing. On every level, however, information is needed by the general public, just as with Sesame Street. They say it is the children in the suburbs who have really taken that in and have profited so much by it, even more than the children in the inner city for whom it was originally intended. The more highly educated, sophisticated person can use a library already, and as we are expanding services into the life-size information area, are really calling on them to suit their needs.

In Detroit by 1971, we had made a decision that we must explore this area to see if we could organize information and referral service in such a way that it would be truly helpful to our population. We started off by just using people part-time to develop a central file, because now we were going to be faced with going out into the community and gathering every bit of information about that community that we could find, translating it into subject headings, making up a file, in other words cataloging and classifying the information, using a card file. We had to gather every possible shred of information from institutions, from organizations, from groups, from individuals, from leaders and followers and all about the community.

We had requests of this kind coming in because libraries, of course, never did really stop doing this kind of thing, but I am talking about reaching a point where we organized it consciously, and we modernized it using modern techniques. It is something that can become as sophisticated as need be, and machines could be brought in, but this was not our approach at all. There were librarians who were interested in it, who would come in for a few hours each week. Next we had a librarian assigned half-time, then one librarian full time and one clerk, and then two librarians and then three librarians all working on this.

"Now we were going to be faced with going out into the community and gathering every bit of information we could find."

About this time we started having a series of meetings with our entire staff to start talking about goals of the Detroit Public Library. Just about the time I became director it was sort of the end of an old era and the beginning of a new era, because of the very different circumstances in which libraries had to operate in the city. We had to do a lot of soul-searching in every vein. We had a series of five staff-wide meetings, and at one of the meetings we introduced the idea of information and referral formally to the staff while they all were together and could hear the same thing. We had been discussing it in smaller meetings. I copied some articles out of magazines and sent them out to the staff to read so that they would understand, as we were working, what we were trying to do, and we came together and discussed it. The staff became very excited about it. Many people, other people, of course, asked questions that needed to be asked, or made statements, made criticisms and so on, and this we invited.

There was a basic resolution here. Librarians would say, we are not social workers. If I had wanted to be a social worker I would have gotten an MSW instead of an MLS, and so we had to clarify the point that we don't intend to be social workers, that we are talking about dealing with information. We are not talking about dealing with people on the basis of social case work and counseling and personal affairs that do not relate to information. That area is absolutely verboten, except in the way that librarians get to know people. I mean, you can't cut that out, but then that is nothing new. There are people who will come in and unburden on you until you have to get away.

We had been working on our file for a year when the American Library Association legislation committee was having a meeting in January and they invited the directors of Queens, Harold Tucker, who has since died, Walter

Curley, who was at Cleveland at the time and has since left Cleveland, and me. I was the third one. They invited me to come down to talk with the legislation committee about some ideas that might eventually be written into legislation to help the beleaguered big city libraries. Well, we fought and we discussed, we just had a one day meeting, and this information and referral experiment that we were carrying on was very much in my mind. I said, now, you know this is something that could very well be done in large cities. It is a good laboratory, and what about trying this?

Gerry Krettek who was head of ALA Washington office at the time, said, you know you can't just go to Congress and say look, we are hurting financially, can you help us? You've got to have a "project". This looked pretty good to them as a project, and so they dispatched Walter Curly and me right over to the Library Resources Office. We talked with them and they bought the idea. That was in January, and in June a five-cities project started. They thought they should expand it to include not only Queens, Cleveland and Detroit, but Atlanta and Houston, that it would be a better experiment if we did that. We were given just $15,000 each for the first six months, up until January, 1973, and after that we were given $45,000 a year each for the next two years. It was a three year project and it just finished in May.

Now, I must say this, that in some of the cities they regarded it as a project and they hired an information person who was not necessarily a librarian, to come into a branch. He was supposed to do it in two branches as a pilot project. That person was the information person and nobody else was. It didn't work well. In the first place that person couldn't do a job by himself or herself, and in the second place the staff felt left out and resentful. The community was not brought in in the way a whole staff could bring it in, and they had severe problems.

"We figured out from the beginning that this is not a project, it is library work."

We figured out from the beginning that this is not a project, that it is library work. It is bona fide, legitimate reference work in human and community resources that leads to the building of a file that is used constantly and expanded with every new question that comes in. It is not a separate, special thing to be done. If we hadn't gotten a dime from the federal government we were going to do it. It's just that it has made these four years much more fruitful than it would have been without it, and also because five cities got together and helped each other by comparing notes and discussing philosophy and trying to get it well established.

After we opened in two branches in December, 1972 and January, 1973, in a little while all of the branches were demanding it, and we recognized the fact that we needed to have some retraining. If librarians were to go out in the community in this intense kind of way, (at least intense in the beginning; it gets to be routine after it is continued a while), we needed to know something about the structure of communities, how they are organized and how you can approach these various organizations. In other words, we needed some skills that we as librarians didn't have, but which we could master. So we did hire a professor from the graduate school of social work at Wayne, and a practicing social worker in community organizations. She was out in the field. We hired her part-time at first and then full-time, and she would go out along with my deputy director, who was in charge of implementation of this.

They went to each branch library staff and would spend half a day or sometimes a whole day working with them on their plans and their community walks. The social worker would initially go out with a couple of them. Nobody would go out alone. The staff found out that they enjoyed it, that their fears were really unfounded, that shopkeepers and citizens received them very well, with great enthusiasm. They were able to take the story of traditional library service out at the same time that they were gathering new information for their files. In our first month of operation we received between 4,000 and 5,000 telephone calls at the central desk at the main

library alone. That has gone up to as many as they can handle now, which is between 6,000 and 7,000 telephone calls a month. We discovered that most of the work was on the telephone, although gradually the walk-ins have increased some.

We regard it as a way of life now. We never did make it separate. The librarians that we were able to add we have taken onto our regular staff. It is built in, it is a top priority item, and even with staff cuts, we intend to allow for time for information and referral. In other words, if we have to close an extra branch, making sure that the geographical area has some service for libraries, we will still manage in such a way that we will have information and referral.

I just want to say in closing that we feel that as soon as more and more public librarians discover that this is their province, then the rest of the institutions will give information and referral work to librarians to do, instead of to various other kinds of social institutions. Only librarians in society have the vocation of dealing with the handling of information and organizing it. There is no other profession that devotes its full time to information of all kinds. Now, it is true that as a librarian in certain tehnical fields you will need to have a technical background; librarians helped Einstein, they say.

It is our work and there is nobody else in society with the skills that we have. When we have finished discovering it ourselves as public librarians, we will demonstrate it. The more libraries that do it, the greater the demonstration. It has not been a burden to our staff. They have not been overburdened with it because every call coming in isn't information and referral, and if it comes in everybody is trained, everybody is a part of it. It is handled not by shunting patrons from one to another saying, that's the specialist there. It is handled right along with everything else and it is in good enough proportion to everything else so that it has not added a very great burden, except in the spots where we have instituted the central desk at main library. Of course, there must be a clearinghouse at the main library that keeps this flow of information going. There is a file duplicated for every library in the city and all information is duplicated and sent to everybody, so that your files are complete.

I'd like to say that Memphis Public Library, which calls itself Public Library and Information Center, has received in revenue sharing $385,000 to devote to information and referral alone. Incidentally, my former deputy, Bob Croneberger, has gone there as deputy director, at least he will be there beginning in July, to work specifically on that for the next two years. David Henington, the director of the Houston Public Library, reports that information and referral has been so greatly appreciated by city government in Houston that the Mayor gave in his budget money to add, now get this, 132 new library positions. He said that information and referral has turned his system around, so that I wanted to share that with you this evening.

"Information and referral has turned his system around."

It is very exciting to us. It is not a panacea, it is not the last thing, it is not the last discovery. We have had many of the usual professional and human problems, but we are committed and we do believe that librarians are the only ones who can do it right.

Question

At the meeting last year one of the libraries that has this talked about the follow-up and the time that was necessary. How do you do that, follow-up to see that the people get the information?

Clara Jones

Yes, you must do follow-up. You have to judge each question and if you see that it is something that needs follow-up then you are honor-bound in information and referral to do the follow-up. It may be calling another agency. If somebody calls, you don't just say call the City Hall. If the patron is asking you information, you get the information and you pursue it by doing follow-ups. You check back with the patron, and the mere fact that

the library is in on something frequently gets the citizen better service than he would have if he called himself. There are clerks in every place, there are professionals in every place, who will just shunt people off, but it is the authority of the library that helps a very great deal.

Sol Spector

I would like to comment on your marvelous description of the social work. When I first began to hear the nomenclature of information and referral service and plans being developed to organize and set up that kind of a program within the library, my reaction as a social worker was wait a minute, that is a social work function. I would like it very much if you could expand a little bit on the relationship with the social work community on this. What was their reaction? Was that knee-jerk reaction there? What kind of service did social workers provide through their agencies? Were their resources made available to you to function as social librarians, I'll use that term.

Clara Jones

Those are very pertinent questions. You have to remember that we had a social worker in our camp to help us with our planning and the social workers warned us that we might get a bad reaction from the social work profession. We were on our guard in the very beginning to make sure that social workers understood that we were dealing only with information, and not the social case work. Whenever we approached them we were very careful in this way. I think part of it was the fact that we were forewarned, that we prepared our approach, and perhaps just a good climate or something, because we did not antagonize them as they did in some other cities. In one city, the social work-type organizations, the Red Feather and all, got together and made them close down their neighborhood information center. But we had already gone through that, and we tried to tell that very city not to do it in the way they were doing it, because we had made a whole year's variety of mistakes. We have worked very closely with social workers.

There is a community information services at the headquarters for social work in Detroit and we went to them to try to explain to them the kinds of things we were trying to do. They said fine, we can work together. We will supplement each other, we will call on you, you will call on us. We emphasized that the province of the library is 000 to 999, anything or anybody, and anything that has happened to anybody is included in there. We let them know that our province was not just social work, it was the cultural things, the educational things, business and so on and so forth. That made them feel more comfortable and we were very careful not to be threatening to them in our way of handling things. We let them know what we were doing. We called and asked their advice. They gave us their directories, they suggested agencies that we could talk to and they understood also that a public library is a network in the community. Only police and fire, among agencies of that sort, the schools, would have that kind of connection with social workers and social work agencies. There are many of them around but they are not all a part of a central system, where they can set up something the way a library can.

They also were accustomed to calling on us a very great deal. The chief social work center was having a study made, sort of like your PMM, of their very extensive work in the community just when we were started, and they sent these consultants over to see what we were doing. The consultants were ecstatic over it and really recommended that their community information service be discontinued because the library could do that and more, and that they should concentrate on supplemental casework and counseling. Well, they haven't come to that yet and we didn't push that at all. On the other hand, the *Detroit Free Press*, our morning metropolitan daily, had an answering service where citizens could call in and get all kinds of informational things. When they came up to visit us, they discontinued theirs and we

hired one of their librarians. They just discontinued that part of question and answer because they had had to call the library so much for it anyway, and we had all they had plus much, much more, and there was no sense in duplicating it or their trying to do that.

"He was empowered to offer us any price we would name for a copy of our information file."

The librarian came up to talk with Bob Croneberger and said that he was empowered to offer us any price we would name for a copy of our information file. Bob and I talked that over quite a lot. When somebody says any price you name, you know, not only was it flattering but it might have yielded something. But we decided that we would not. In the first place we hadn't reached the stage of development to launch out too far. Then another thing, if they took the file it would be without the staff that we have at the clearinghouse. We have four people who work full time on getting this information that is coming in from the branches at all times, this new information, and classifying it, keeping it up to date, duplicating it, sending it back out, and updating the information. Do you realize what it would be if we get the reputation for giving out an address where they had moved someplace else, or a name at an organization and that man isn't there at all, or the organization has gone out of existence? They have to work at updating. They have forms they send out to all these agencies. They make telephone calls where they can't get the information back, or go in person. Unless this service was kept up, as soon as we sent them our file it would be out of date and they would start using it incorrectly.

Other places that are not libraries have asked us for our file, have asked to buy the file, or borrow, or come in and demand as citizens a portion of our file, and we don't do this. We would do it for another library, provided they had the staff to keep it up. Maybe one of these days we could sort of rent out a copy of our files, so to speak, on a contract basis, but the contract would have to include our update service forever, or else, you see, it wouldn't work. Then it would still have to be in a library because they may not follow up the upkeep of the files in the way it should be done, so that it would misrepresent the library to the public and misrepresent themselves. So we haven't faced up to going into that sort of thing.

In Detroit there are two senior citizen departments, one for the county and one for the city. You know how when you are going to get federal money sometimes you learn about it all of a sudden, and you have got to have your information yesterday in order to complete a grant proposal that has to be in in four days, or something like that? Just about two weeks ago the city came to us, all excited, saying that they have a grant for $85,000 to do information and referral among senior citizens. They have been working on it for a while and they discovered that they can't do the whole thing that they are talking about. They can go make contact with senior citizens and find out their needs. They have directories from all social agencies, and so they can give this kind of information, but senior citizens were asking them other things and they were finding out other needs that they couldn't satisfy. So they asked us if we could do the information and referral part.

Their first idea was to get a copy from our files so they would have it. Well, we went through that bit; you know, that it has to be kept up and so on, and that we are as near as your telephone. We will give you certain services. We can give you some printouts. Well, we had to work pretty hard there for about four days, but the upshot of it is that they are subconracting the strictly information and referral service to us and they are giving us $55,000 to do that. We are hiring three beginning librarians and a clerk in order that from the increased publicity that they are going to do by radio and television and their work throughout the city, we will be better able to serve them. We are putting a librarian down at the TIP central desk and we explained to them that we already serve senior citizens.

We serve senior citizens as total people. Most of their needs are just people needs, and they get served along with anybody else. We don't ask you how old you are and then we serve their special needs. This is something we are

aware of and everything we could possibly get we are getting into our files, but if they want us to give some special attention to their kind of work so that we can give them the kind of backup they need, then we told them we would need more staff for it. Now this is the first time we have sort of gone commercial on it, and we are going to see how it works out.

Our idea is to complement and supplement the social workers. Deep down we know that in the handling of information we are the profession that is already designed to do it. There is a geographic network all over this country for information and referral to serve the public at large, and we can actually relieve some other professions from having to do this so that they can concentrate their staff on things that are their specialty. Nobody else can do what we do. We want to be helpful and supplemental, complementary to the other professions, including social work.

Question

Detroit is so big maybe you haven't come across it, but do you ever get a request for a service or a referral with no service or anything to refer to? I mean, do you recommend to somebody that they better get something?

Clara Jones

That they better start something to answer a need? Well, we would relay that information to what we thought was the proper agency, so they could take it from there.

In the branches they really don't say no, there is no answer to that question. If they wrestle with it and can't satisfy it, then they call the clearinghouse, which may have some clues because they have the global view, so to speak, of the whole system. Then of course, in this you are calling on the resources of the entire library, of the main library or any other library that is needed. We are discovering that through our information and referral requests that we are using the total collection and resources more. At least, we are bringing citizens to it, because some of their requests are not information and referral at all. They just didn't know the library could answer those things, could supply those needs.

"Our circulation figures started going up before the recession came."

People are discovering traditional services in the library to the extent that our circulation figures started going up before the depression, the recession came, which makes them go up in a big city anyway because high unemployment means greater use of libraries. Three-quarters of the year before then our circulation statistics started going up and the branches that were most vigorous with their information and referral had the most dramatic rises in circulation. There had been a period where everybody's statistics showed each branch over in the loss column, by comparison with a year ago, and then they started coming over to the gain side. Then it got to the place where everybody was in the gain side. We figure that it was the vigorous activity of librarians out in the community and people calling in for their life-sized problems and discovering many other facets of the library.

So they go hand in hand, but the key thing is it is not a separate project. That spells failure, and it also spells a false approach. It is library work and everybody on the staff does it.

Question

Have you set up a program of testing also to check your system out from the other end, rather than from the library side?

Clara Jones

We haven't set up such a system, but we've got some tests that showed something of what they said in the PMM report too. When this senior citizen department was preparing to ask us, they checked us out, and they liked the service at the main library so much better than they did through the branches as a whole that at first they wanted to say that we would just confine this to the main library. We told them no, that we would take into consideration their very constructive criticism that some of the branches did not answer satisfactorily. They sort of shunted them off. You know, you can't get it out of the *World Almanac* or something right in the library, and

they didn't want to go too far. We told them that we would take this as cautionary and that it would be a stimulus to our improving service.

And then another thing, you can't confine it because people live in different areas and they hear the advertisement to call the library for your questions and problems in this way, and they will call any library they want to call. We don't want them calling libraries only to be told, you only call the main library. There you go shunting people off again. That was one of the reasons we started out with two branches and had to go city-wide, because we just couldn't confine it to two branches. It was unwise to do so.

We had discovered some poor performances, and we will have to figure out how we will approach the staff on this, how we will use it. It is a part of staff development and training and you have to have continuing training and meetings to talk over the development in your problems. You have to have supervisors. We have a person who works full time with nothing but TIP in all the branches, the supervisory training kind of thing now.

Question

According to a recent article in *Library Journal,* one library was forced to abandon its information center after an intensive four-year experiment. Are you familiar with that program, and how is it that one program can be so successful and the other a dismal failure?

Clara Jones

Well, they violated some cardinal principles, for one thing. We have been in touch with them and I know Tom Childers from Drexel was working with them one summer. There were some misunderstandings. You see, we couldn't say we are the authorities, but when we learned that people were doing some things, we said oh, I'm scared, and then when we learn about a failure that seems to check things out. Tom Childers is to make an evaluation of our five-city thing, and it has faults. I guess I haven't talked as much about the faults and when his article comes out you will probably see more than I have told you. But we have been at it for four and a half years now, and being a part of that five-city project we got a chance to talk things over, and get each other's criticisms, and it really helped us a very great deal to be in touch with the other four cities. They'd say, look Detroit, (they called each other by the cities), look Detroit, you know you are going to fall on your face with that, and we'd say why, and then they would check each other out. Baltimore was not in touch with anybody else, and they were in the vanguard too in what they were doing.

Question

Could you tell us about how many full-time staff are in your whole system?

Clara Jones

Extra people are in the clearinghouse. We have four full-time in there, and we have four full-time at our TIP central at the main library. Aside from that it is just staff. The training will now be done just by the TIP clearinghouse staff, now that we have a chief of TIP. TIP means The Information Place, that is what we call ours. It is information and referral, but ours is TIP. I didn't think to tell you that. We no longer have the social workers. We can't afford them now, and we feel that we have done the training enough, and we are trying to write manuals as we go along, that our staff can do training now. From time to time we may bring in some people.

The way it is normally done, once a year we have a series of weekly staff orientation centers. I think there are six or eight of them for all new staff. It is in the fall, and everybody who has come in in the past year is in the staff orientation. Librarians and clerks have separate ones, some together and some separate. We include the information and referral kind of thing, introductory, but mostly you would get it on your own staff where you are working in the contact with the TIP clearinghouse people and at some workshops. Since we have had individual workshop training in all 31 of our branches as a continuing education, we are going to do it on a regional basis

with maybe four libraries together so it doesn't have to be as highly individualistic as it was in the beginning.

Question

Is The Information Place at the reference desk or is it a separate desk?

Clara Jones

No, it is the person, you know; it is the reference desk, or if a librarian is standing at the charge desk. Just let me tell you a break we had.

A young man on our staff who is head of the film department rides to work every morning and changes buses. He became friendly with a young man who worked for an advertising agency, and they exchanged shop notes, you know. Our Bob Garren, was telling Jim Brown, I'll say, about our developing TIP and Jim got so interested he said it was like a serial story. He wanted to hear about the next thing happening. He went to his firm, without Bob Garren even knowing it, and said look, let us give them a publicity campaign when they open this in June of 1972, I guess it was when we opened, 1973. Let's given them a publicity campaign, and they did: something that would have cost us in the thousands upon thousands of dollars.

This publicity firm went around to places to get donations. They secured eight big, full-sized billboards which they painted red background with big white letters about TIP service. I forgot just what they said. "Bring your problems to the library," "a library is now not only a place to read and get books but to get life-sized information," and so on like that, you know. They had eight of them across town. They got a TV crew to come out and do about an hour's worth of film, not all of which was good. They divided it up into film clips that they used around the clock on TV. People were always saying oh, I saw the library about TIP. They did recordings for us for radio. They did this kind of thing and donated it to us, and the only thing we had to pay for was the paper. This was really a stroke of luck, just a plain stroke of luck, so that when we went system-wide we opened up with this month-long intensive campaign.

"Do you know, I called the library, and I didn't know the library could do that!"

Now, I don't mean to say that it has been rosy. There are people who drag their feet. They just don't want to hear about anything like this. They just want to keep on the way they have been going all of this time. It has not been without controversy. Many people have felt threatened by it, but most of the staff caught onto it, and it is going along in that way.

Also, it is much stronger at the main library, with four people working full-time just on TIP questions, than in the branches. Most people are calling the main library. About 6,000 a month, that is a lot of calls to be handled, and we are trying to work out a way, without giving the public the feeling that they are being shunted again, of sharing with the branches. Then people can get accustomed to calling their nearest branch. We are starting it just with the questions where there has to be a call-back anyway. The thing the main library does is not to work on the question at all but to immediately call the branch depending on where the person lives, let them work on it, and call the person back and tell them who they are. It is still the Detroit Public Library. It is just another agency and the people don't seem to mind. So we are trying to spread it out.

It has not spread out as much as it should be yet. We feel that we have the mechanism of spreading it out, but even though the people do the work in the community people seem to call the main library instead of the nearest branch library, or else some branches haven't done enough work in the community. You have to inspire people and win them. You can't go at them with a bullwhip and make them do it. It is re-education. It is education and continuing, and we feel that when we really get over the hump, when it is humming along in branches, people do get on the bandwagon and eventually it will really be a way of life to absolutely everybody on the staff. They know that it is a commitment and they know that it is something that is

coming. It is here and we are doing it, but it doesn't fit as well as the old thing did yet, and we are working toward that end.

The public ate it up to start with, and I thought that was the first big test. The public just ate it up. People just are ecstatic. "Do you know, I called the library, and I didn't know the library could do that!" Sometimes it was something the library had been doing for 100 years, but they discovered it because of these commercial things on TV or radio. It was usually a bona fide reference question. The young people on the staff really love it.

Question

How many extra phone lines do you need? Did you establish a separate number?

Clara Jones

Each branch has a branch number and a TIP number that is listed in the telephone directory, and they have to keep educating people to use that number. It is Detroit Public Library and an alphabetical list of branches with their telephone number right beside their address, and then TIP Service with the telephone number. When people know about TIP and look up the Detroit Public Library, they mostly call that TIP number. Anybody who is on duty answers, just like any librarian does the reference question, or if a clerk gets something she can handle she does.

Ethel Crockett

I do want to thank you very, very much for changing your time. Obviously you have got a very much interested audience. I think about two-thirds of our day-time people have come this evening, which certainly is a credit. I know a number of others had made commitments, not knowing they were going to have an evening session. Thank you again, both of you, so much.

Thursday, June 26

LIBRARY LEGISLATION: POSSIBILITIES, PROSPECTS AND PLANS

Ethel Crockett

This morning we have with us Richard Brandsma, who is a principal program officer in the Legislative Analyst's office. For four years he was directly concerned with the library budget, and so he is rather well immersed in the kind of discussion and the thinking that has gone on, not only in the State Library but among the librarians who have approached the state for funding.

I think we will all find it very interesting to hear his views since he is so close to the legislative process, and after he has finished speaking to us from the notes he has put together, I am sure he will be very happy to answer questions. So I give you now, Rick Brandsma.

Richard Brandsma, Principal Program Analyst, Legislative Analyst's Office, State of California

The interest of the Legislative Analyst's office in the funding formula goes back several years of course, and we, to some extent I guess must accept responsibility for the report you are discussing this week, for we recommended in our analysis in 1972–73 that there be a study made of the funding formula. It was our opinion at that time that there wasn't great probability of increased state support. It was our perception that state support would

remain around the $1 million figure, and it was our concern then that some way be developed to get the most effective use of that money. One of the concerns we had was of perceived differences among Systems in terms of quality and service, and it was our thought that perhaps the money could be concentrated in some way to provide basic program improvements.

If you will excuse me, I would like not to go into the Peat, Marwick, Mitchell report in detail. In fact, I'd prefer not to go into it at all. That is really your job. It is your responsibility as I talk today about legislative possibilities, prospects, and plans, to do exactly what you are doing this week, looking at this thing in detail, tearing it apart, criticizing it. As I went from group to group I saw that you were all very aggressively into that responsibility. That is good, because as we consider possibilities for changing funding and Library Systems in California, I think the possibilities are quite numerous.

The possibilities, I'm sure, are much broader than our prospects for immediate change, but at any rate, as you begin to develop the proposals for legislative change, you have got to wrestle with the issues that are raised in this report and come up with some consensus, something you can live with, both from a professional standpoint and, probably more difficultly, a political standpoint. There are no doubt significant divisions among you as to how you would like to see the present system change, if at all, so if you are to be effective you have got to come up with a unified approach, one you can live with from a professional standpoint and one that makes sense in terms of political reality, both internally and externally. You have got to develop a list of priorities, it seems to me. The legislative process basically is a process of compromise. I was mentioning to Ethel earlier this morning, it seems to me that it would make sense to perhaps start with the whole loaf but realize that you are ultimately going to get part of the loaf, so that part of the loaf ought to be your first priority.

"You have got to come up with some consensus you can live with, both from a professional and a political standpoint."

Let me talk a little bit about the process for those of you who aren't familiar. I know many of you are, and I hope you will bear with me for just a couple of minutes as I go through a couple of procedural alternatives for you. After you have developed a proposal, you have got two alternatives it seems to me. First of all, you can go through the budget process, which begins very early. It begins as a matter of fact next October with preliminary budget hearings, with the Department of Finance and our office. The budget process takes you through, of course, the executive branch, getting approval from the Governor's Office and Department of Finance, to have a request built into your request for 1976–77.

Then you have got the choice of going through the legislative process, which for the budget means you have to deal with the Assembly Ways and Means Committee and the Senate Finance Committee. Legislation, of course involves a slightly different process. You ultimately have to deal with the Ways and Means and Senate Finance Committees, because you are going to be talking about increased costs, but you also have policy committees that you are going to have to work with. So you have got to make some procedural decisions. Logically, you probably want to work both sides. You want to try to get built into your budget request a proposed plan for any additional funds or any modifications to the use of present state funds. You have got to begin early identifying authors who you would like to have carry your legislation. Obviously you want to try to pick someone who has extensive experience in the Legislature and has shown sympathy to your cause. Then of course it is a matter of working with the executive branch and doing some very aggressive lobbying.

"The most important thing you can do is work very hard at the grass roots level."

By aggressive lobbying, I think the most important thing you can do is work very hard at the grass roots level. One of the most effective lobbies that I have seen in Sacramento in the past two years has been the early childhood education lobby, put together by the Department of Education, Wilson Riles. This brings to bear on the Legislature public opinion from 1,100

school districts and it is fairly organized. Every legislator in the state has several school districts, (with the exception of San Francisco). In his district, and after hearing so many knocks on the door finally has to open it and let people in and start listening to what they are saying.

I know you discussed some of this briefly yesterday. I just want to reiterate the importance of organized grass roots pressure. You can't simply assume that the Legislature knows who you are because there are public libraries in their district or because Ethel has a legislative reference service which provides them with speech material and other kinds of excellent services. You have got to make yourself known. It is a fairly simple concept, but often people just assume that the Legislature realizes the importance of what you are about.

Now a little bit about the prospects for legislative change. The Peat, Marwick, Mitchell report talks about an additional $4 million roughly in state support right off the top. This is a significant increase in your present state support of course, and may not seem to be much of an addition from your standpoint, but I think you have got to put this in the context of the entire fiscal posture of the state. We are anticipating right now a budget surplus next July 1 of about $200 million. Now when you consider that the state budget is over $11½ billion, you can see that that is not much cushion for air, and the Governor is going on record as saying he wants to preserve that surplus.

He is concerned that we don't have a real handle on the present economic situation. We don't know the extent or the depth of the present recession, and so he wants to be conservative. In addition, of course, he is on record as being opposed to any tax increase. When he was campaigning he talked about opposition to new taxes in the first two years of his administration. As inflation adds to the cost of our continuing major programs such as education and social welfare, it is difficult to see down the road whether indeed he is going to avoid a tax increase next year, but at any rate that is his commitment. I think it is safe to say that he is going to oppose program expansion just for program expansion's sake. We have seen him criticize any number of programs and institutions, UC in particular.

Then of course, you have to consider the competition you face with other programs. There are a couple of significant issues in the area of public education, and of course public education gets a great deal of attention for a number of reasons. First of all the Legislature is facing a court ultimatum to ultimately do some basic surgery on the state system for funding public education. This is the now famous or infamous Serrano case, depending on where you sit. The State Department of Education has put together a proposal to comply with Serrano, but that would cost about half a billion dollars in the first year.

The second program is early childhood education. Wilson Riles is committed to further expansion. That program was at $42 million last year. There is an additional $35 million in the budget for this year. We are not sure what will happen of course, with the blue pencil. That budget is moving out of the Assembly today. The Legislature is facing another court decision in public education, that is the Wild vs. Nichols decision. This has to deal with the establishment of bilingual educational opportunities.

"The competitive situation is quite intense and library service is of relatively low visibility."

We have got the issue of increased allowances due to inflation for the aged, blind, and disabled. The welfare system is bringing great pressure for additional state support, and of course there is always additional pressure, as you are aware, for property tax relief. There is over a billion dollars in state money now going for property tax relief. You are aware of this of course, because of the large amount of support you get from that base. Then there are a couple of new areas, housing and resources conservation, which I really think are going to come to the fore in the next couple of years.

So all I am saying is the competitive situation is quite intense, and library service is of relatively low visibility so if you are going to get yourself into

a competitive position, you are going to have to begin organizing. You are going to have to come up with a salable product which will bring with it some broad-based support. Now, what will this involve?

As I see it, to develop a salable product you can't simply come and talk theory and tell the Legislature that in the best of all librarians' heavens these are the kinds of services you would like to be able to provide, and this is the kind of support you would like to receive from the state. I think you have got to identify very clearly public need and public demand, and you have got to be very specific about this.

"I'm not sure what 'adequate' means."

As I go through the report, I keep reading the term "adequate", "adequate funding", "adequate services". I'm not sure what "adequate" means. You as a profession have to wrestle with that problem, it seems to me. You have got to identify needs. You have got to do it systematically. This is going to involve addressing one of the weaknesses that the report talks about, that is getting an evaluative handle on what is going on now throughout the Systems. You develop a program to meet the needs, and then you come up with documented justification for each proposal. You have got to have operational definitions of all your terms.

You have got to tell the Legislature what services are going to be purchased, why these services are necessary, how is the money going to be spent, who is going to benefit, who will be hurt. If you are talking about changing existing funding formulas, there is a possibility that some people are going to get more, some people are going to get less. You have got to weigh that out. Then, ultimately, you have got to get a real handle on costs. You have got to have a sophisticated justification. You can't simply conclude, as the report does, that additional funding is merited because among large states California doesn't do much in terms of public support for libraries. You know, their response is, so what? Why should your program be of higher priority than some of the others which are moving through for budget and legislative consideration? Don't assume societal benefits and recognition of what you do.

"You need to move from this conference into immediate action."

Then what about planning? Implicit in what I have been saying so far, I think, is the need for careful, prompt, planning. Let me emphasize *prompt.* I said earlier, if you are going to get involved in the budget process for the next fiscal year, you are going to have to have a program worked out by this coming October so when Ethel goes to meet with the Governor's people she has something in hand. This, I think, really speaks to the need for you to move from this conference into immediate action.

The Legislature is going to convene in December. They will begin hearing bills as early as January, and so you are running up against a very tight time-line in that regard as well. If you are going to have an impact in the next year, you have got to put together a plan, and you have got to work out your strategy in terms of author selection, and you have got to begin developing your basis for public suppport, and after that you are on your own. I'm sorry I can't give you a prescription which will guarantee immediate and positive results.

That pretty much takes care of my notes and I'd be glad now to open the subject for discussion.

Wallace Hall

Following up your legislative timetable, are you able to give us the deadline for the introduction of bills in December and January which will need to be acted upon next year, 1976, in order to become effective January 1, 1977?

Richard Brandsma

If you want a bill to be active in 1977, you have got to move the bill through the house and get it out of the house of origin by the first of July. You've got to get it introduced, obviously, much earlier than that.

Harry Rowe

At present, we are receiving funds on the basis of a law passed some years ago, and each year we have received approximately the same amount of money. Is it necessary in your opinion that prior to the time that we move on such a program as might come out of this particular Institute that we get reaffirmation from the Legislature as to their attitude, their opinion, their feeling in relationship to state support for public library services, or library services?

Richard Brandsma

Under present law the state can fund up to 10% of your operating costs, it is my understanding. The percentage has dropped, of course, each year. I don't think you can get a commitment out of the Legislature to provide you with more than $1 million until you come up with a program, and you clearly identified costs, and let them evaluate your proposal on that basis. I don't think you can just go to the Legislature and say, if we develop something will you give us more money, or will you give us a blank check and let us come in subsequently with a program proposal? The two issues are just inseparable, in my opinion.

Bill Emerson

I wanted to ask you a question also about the 1965 additions which did put in that percentage formula, which was an increasing formula up to 10%. Was there legislative intent to really do that or, I mean, why was that actually added to the legislation if we have never gotten it? They never acted on it.

Richard Brandsma

It is not unique to libraries. The same situation exists with regard to funding some local law enforcement programs, and the idea really is to set a ceiling.

Dorothy Laben

I am a League of Women Voters observer from Yolo County. I am not expressing a League opinion, but this is based on some of my League information. Some of these programs that you have mentioned that are expecting to be asking for more funds and need more funds are very closely related in what they are planning to do with library services, and especially the library services that were supposed to develop when this Act became a law. The funding has never been increased with cost of living increase. However, for instance, the Commission on Aging information and referral programs that are developing in a great many places would logically go into a Library System, but the Library Systems are not equipped to handle it. Early childhood education includes some parent education and every often some of the things they are involved in can be referred to the local public library. I happen to have done this recently with a group. But if the library is not able to carry on, or the Library Systems can't cope with more services because their funding hasn't increased, is there some way that there can be a joint use of funds? It seems to me that it would be cheaper for these other agencies, when they are planning their program, to be working with the library where these could naturally, normally, efficiently, be carried on.

Richard Brandsma

I am sure you are right, and I think this goes back to my earlier point of identifying particular services and costs and looking at other legislation which directly or indirectly affects libraries, and then working with those programs to try to pick up a piece of the action, if you will. It is one reason I'm sorry John Mockler is not here today. I'd like to see whether in his opinion the department would be willing to cut you into some of the additional educational funding that is coming down the road, because the department is concerned in its proposal for Serrano. One of the services that goes into their so-called quality performance model is library services, and so I think you certainly have that possibility to work with, and I would encourage you to do so.

Ethel Crockett

Let me ask a question, Rick, if I may. You were talking about the early childhood and those programs which I think are somewhat related to what we would call outreach programs in the public libraries. What sort of programs do you think might sell? For instance, we librarians have a number of outreach services, and it depends on where you live what they are: a service to people who are homebound or who have a physical handicap and can't get out for some reason; service to disadvantaged people in the central city who lack either the funds or the education to use the standard, traditional library services. Should those be incorporated into library legislation and be required of libraries, or could they be funded as early childhood education is funded?

Richard Brandsma

I don't know that they ought to be required, but it seems to me one of the things you want to emphasize is the coordinated approach and the cost benefits that would accrue from close cooperation of all libraries. It doesn't make much sense to pour funding into each public school library if there are other libraries in the area who can provide a satisfactory level of service on a cooperative basis.

David Sabsay

I just want to follow up on the earlier comment about riding the coattails of some of these programs, and particularly the Serrano reform or whatever they are going to be. Some of us in the past have been working closely with the Department of Education and Senator Rodda, and actually had language in some of those bills that would have provided something like 1% or so of the amount required for public schools, which would have provided the kind of money we have been talking about. A logical case can be made because of the fiscal situation of public libraries, the only educational institutions that are tied to the local property tax, unlike other agencies of local government, and not receiving state support, unlike all other educational institutions. It seems to me there is great promise there, but one has to plan closely with the people that are trying to solve this problem.

Richard Brandsma

That is correct. This notion of cooperation and careful planning can't be overstressed in my opinion. You don't want to be running down parallel tracks and then confronting the Legislature with what might be perceived to be an in-house fight.

Wallace Hall

I am sorry to ask this second question, but you mentioned the budgetary process as one procedure by which the plans might be implemented. Realizing that the budget bill, per se, is primarily a financial bill, would there not need to be some kind of additional legislation which would involve other reforms or other changes in the setting up of the new or amended system, whatever it might be, which would have to go along at the same time? Aren't you involving the legislative process even though you go through the budgetary process? The advantage of the budgetary process, as I understand it, is that you really have got the thing funded, if the program is approved by the Department of Finance.

Richard Brandsma

That is correct, that is where you get the commitment for the additional money.

Curtis May

I don't know quite how to phrase it, but Mr. Brandsma, am I hearing you correctly that if the recommendations that are going to be made for improvement of library services are to be successful, you feel that there must be a coordination between public, private, and school libraries in order to make that successful?

Richard Brandsma

No, I don't think that that is critical. I'm saying that I think you could build perhaps a stronger case if you could provide a common united front.

That is something you people have to work out internally. As I mentioned, you have got to deal with both what is acceptable from a professional standpoint and what is acceptable to you in terms of your own clientele. It seems to me, though, that a cooperative system which can demonstrate some economies of scale is one that the Legislature is going to look quite favorably on. I think you are in a stronger position there than if, for example, a proposal would come to increase the number of public school librarians and then another week a proposal for additional funding of public libraries were to come down the road. Then you put the Legislature in the position of having to make choices between you, or saying we have to say no to both of you, or whatever. It seems to me in addition by cooperating you can bring together a much stronger and broader-based political support. You can continue to do your own thing.

Bill Emerson

This probably follows what Dr. Hall was mentioning. You mentioned that the two key tests of course are Ways and Means and Senate Finance, but if we are changing the Education Code with these new programs it also goes to the education committees of both houses first.

Richard Brandsma

Right, that is correct. Depending on which side you introduce the bill or if you wanted to work both houses, the first reference would be to the policy committee, in your case, education. Then it would flow through the fiscal committees, and then you have got the problem of lobbying the Governor. I shouldn't say problem; then you have got the challenge of lobbying the Governor.

Marjorie Stern

I am wondering whether anything has been done to set up a direct meeting with the Governor on behalf of libraries. Can something be done in this regard, to make him aware of the enormous grass roots support that actually exists?

Richard Brandsma

That's one question I'll have to turn over to the State Librarian, since I work for the legislative staff. The Governor is a very difficult person to get an appointment with, I can say that. A number of legislators have been trying to see him on a wide variety of issues, and it is my understanding that they have had problems.

Ethel Crockett

I'm trying.

Stan Elman

I would like to remind you that unemployment is one of the primary concerns of the Govenor, and I'd like to urge you to present the library as a community resource that helps to combat unemployment as a referral service. Get the library in other words, to perform some of the social aspects that other agencies are performing. I think that this would help to bring the Legislature and the Governor to our side.

Suzanne Burrows

You mentioned the consolidation of services to provide for a discontinuation of duplication of effort. I would submit as a school librarian that it is a nice idea to talk about early childhood education and the continuance of that money into library programs. By the same token, there is no money from early childhood education at this time going into the school library program, and until the Legislature recognizes that new programs requiring support also need to have additional funding for the necessary support factors, regardless of whether it goes into the public library system or the school system, it is going to be lost.

Richard Brandsma

I agree. There is some flexibility on the part of school districts to use some of that money for educational materials.

OPINION POLL ON FUNDING AND STRUCTURE

Check one after each item

Agree

Maybe, perhaps

Disagree

Don't know

1. The present System structure should be continued, but made stronger, sounder, and more efficient.
2. Instead of the present System structure, regional intermediate libraries should be designated throughout the state for purposes of resource sharing.
3. A top-level consortium of the strongest libraries in the state should be created to meet the demands that cannot be filled at an intermediate level.
4. The formula for funding interlibrary activities should be primarily keyed to demand.
5. There should be, as a part of a formula, a sustaining services fund to be administered by the State Library with the advice of the State Library Council, to support activities essential to the enterprise as a whole.
6. It is reasonable to seek a total state funding level, in support of public library service, of from $3 to 4 Million in 1976.
7. The equal access requirement of PLSA should remain an essential ingredient in any future funding plan.

8. To the extent that an alternative structure can reduce the number of transactions required to fill a request, the greater its potential cost-effectiveness.
9. The higher the degree of personnel concentration and specialization in a structure, the more attractive it is from a staff development standpoint.
10. The state should support the implementation of an automated data file of the holdings of a top-level consortium of the strongest libraries in the State.
11. The State should seek new library aid legislation in 1976.

Jean Connor

This afternoon we are going to spend as a group on structure and finance, and first I want to thank all of you. I have taken a very brief look at the results of group effort between 11:00 and now, and I'd say you all graduated with honors. Tremendous production and thoughtful work and interestingly enough, quite a bit of variance among the groups, which shows, I think, that it has been worthwhile to work in small groups. It, of course, is not possible at this moment to have had typed up and reproduced the minutes, drafts, notes, of all the groups for all of you. In fact, none of the resource people except me have seen your efforts, simply in the interest of getting some overview ready for you by 2:00. I went off with them and I am back with them, but there are no copies yet. Because you produced so much, I rather doubt that it would even be possible between the close of this session and tomorrow to complete this work, but I will leave it to the State Library staff. I am sure eventually that you would have as a part of your kit the results of all groups.

I have also the results of the quick opinion poll which I will share with you very shortly. Following my opportunity to give you observations on the issues that I saw running through the various group discussions, the results of the poll, we will have a common discussion here for about as long as it seems fruitful to all of us. I would like to say this about the opinion poll. It was not comprehensive. It did not permit you to comment on all sorts of variations of these issues with multiple choice answers. I was only trying to get some quick feel that would further the discussion here, and since I am a person myself who often feels that the answer is neither yes nor no, but depends on whether a qualifying phrase is introduced or there is a basic assumption at the beginning of the sentence, I can well understand that some of you were a bit frustrated and put your answer in the perhaps section, or would wish as you did to add comments. About one-third of you added comments to the sheets. It was not possible for me, or for the people making the count, to make the modifications in poll-taking based on your very helpful comments, but I think at a later date the refinement of your points of view can be worked over. So, simply feel that I hope the results are partially helpful but that no one feels it covers all the points of view and all the modifications of the points of view.

I also think that we have learned in the small groups how really complex these issues are. I just thought I would share with you two quotes from a New York State document prepared by our commissioner's committee on library development, a committee which was charged with making recommendations on future library developments for New York State and whose report was published in 1970. They grappled long and hard with issues of structure and finance. The commissioner's committee was a group of about 20 people who worked for about three years.

"What the library user sees as problems of access become, for the library planner and administrator, problems of structure and relationships. Such considerations as the kind, size and location of libraries needed and the legal and other arrangements which will facilitate opportunities for cooperation and sharing in order to meet the requirements of users at a realistic cost.

Along with efforts to satisfy the increasing volume and sophistication of user demands and to further equalize library opportunity throughout the state, there has come an enormous increase in the complexity of library relationships. Systems, networks, larger and more diverse bases of support, greater specialization, these are just a few of the factors which must be accommodated in a viable statewide structure".

A general statement on finance in the same report, which I think you could feel empathy for. "The funding of library services is vastly more complicated than the perennial question of how much is enough. There are questions of ability to support library service, equity, programs which complement each other, and programs which compete with each other, overlapping and overburdened tax bases, and many others. Certainly one of the most difficult problems of all is the need for the library interests themselves to arrive at some priorities among the separately funded institutions and programs which make up the total library under-carriage in the state in order to avoid competition and imbalance". So, your thorny and central issues are those faced by us and others.

Now you may not have realized it, (I am going on to the opinion poll), but all of these statements with the exception of two are quotes from the report in various places, and I was seeing how you were feeling. First, I'd like to give you areas of substantial agreement in the group. That is, 50 persons or more out of the 82 or so who voted felt that they would like to check the agree column. Such a number agreed to this statement, "The present System structure should be continued, but made stronger, sounder and more efficient". Such an area of agreement existed over this sentence, "The formula for funding interlibrary activities should be primarily keyed to demand". There was substantial agreement on question 5 which read as follows, "There should be, as a part of a formula, a sustaining services fund to be administered by the State Library with the advice of the State Library Council, to support activities essential to the enterprise as a whole".

I know how I can help here. I'll clue you to the page in the report that these occur and you can circle it. That was on page 1–4 in the summary. Would you like me to go back again and do that? All right, I'll start again. Find your reports and turn to Chapter 1, page 3. In the first statement I had to take out pieces of sentences to make it declarative. "The present System structure should be continued but made stronger, sounder, and more efficient". Agreement. It is one of the alternatives there. Also, on 1–3 was the statement, "The formula for funding interlibrary activities should be primarily keyed to demand". Agreement by 50 or more. On page 1–4, "There should be, as a part of a formula, a sustaining services fund to be administered by the State Library with the advice of the State Library Council, to support activities essential to the enterprise as a whole". Fifty or more said agree.

Chapter 12, page 8; this was item 6 in the questionnaire. "It is reasonable to seek a total state funding level", that isn't a direct quote, but it is in the figures there, "in support of public library service, of from $3 to 4 million in 1976". In other words, I simply took the recommended formula which in the two charts ranges between 3 and 4 and asked, did that seem a ballpark figure to you? And you said, agree. I also added a year of 1976, you will note.

Number 7 on the questionnaire was based on a statement in Chapter 12, page 1. "The equal access requirement of PLSA should remain an essential ingredient in any future funding plan". This had more votes of agreement than any other item in the poll. Item 10, found in Chapter 1, page 3, "The state should support the implementation of an automated data file of the holdings of a top-level consortium of the strongest libraries in the state". Agreement. Number 11, which is not in the report, per se, but has been an assumption that we have been discussing here, "The state should seek new library aid legislation in 1976". Agreement of 50 or more.

"You voted against regional intermediate libraries instead of the present System structure."

Item 2 was the other side of the coin and you did have 50 votes or more in the disagree column. In other words, you voted against Item 2, but a majority of you felt the same way. You voted against regional intermediate libraries instead of the present System structure. That alternative was in the summary statement in Chapter 1, page 3.

Now, there were three items on the list that you divided on, to an extent that I think we should have discussion of them. We can have discussion on everything, but they cry out for discussion. Number 3 is found in Chapter 1, page 3, "A top-level consortium of the strongest libraries in the state should be created." Thirty-five of you agreed, 20 said perhaps, and 20 disagreed, so if the mixy people got together with the disagreed, we'd go against it. If the mixy people joined with agreed, we'd go with agreed, so there is no clear understanding by the group of what they want to do on item 3, relating to a top-level consortium.

Another item in which there was a wide range of opinion was number 8, which is taken from Chapter 10, page 11, "To the extent that an alternate structure can reduce the number of transactions required to fill a request, the greater its potential cost-effectiveness." The third item in which there was a wide range of view and no consensus was item 9, taken from Chapter 10, page 11. "The higher the degree of personnel concentration and specialization in a structure, the more attractive it is from the staff development standpoint."

Now, as I said, some of your votes may show up in the wrong column because you wanted to qualify it and we couldn't in the quick count, but there were some of you who really did agree and some of you who really did disagree with item 3, relating to the top-level consortium. Would you like to discuss that for a little bit? Would it seem wise to you to take the three areas in which there is no consensus and understand each other's points of view a bit better? Would someone who feels that a top-level consortium of the strongest libraries in the state should be created, and so indicated, want to speak in its behalf?

Question

This is not in answer to your question but it is a question I have heard raised, on which I won't comment. Are those the six appropriate libraries in the state?

Cy Silver

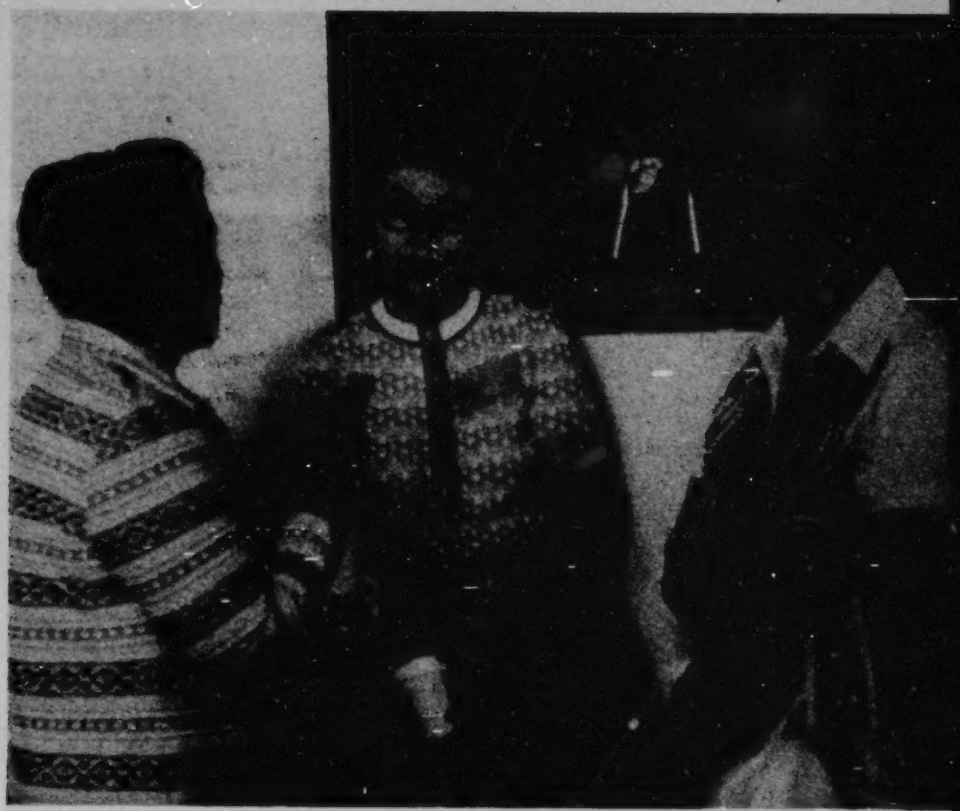
Jean, I might suggest a different formulation that might gain more support. That is, should all libraries, or possibly all public libraries, be able to gain access to the resources of libraries such as Berkeley, and so forth and so on? I think that question might find more agreement than the theoretically narrower concept of the consortium as proposed in the report for limited purposes.

Jean Connor

Yes, I think one of the things that I would consider a hallmark of success this afternoon is not necessarily that we reach consensus, but that we fairly look at the various alternatives and ramifications of an issue. One group might have some vision that the rest of us didn't. We could think about it a little bit more, whether this sentence as it stands has some other variations that you would like to propose.

Ursula Meyer

One point that came up in our discussion, and probably some of us have it on the sheet in the doubtful column, is whether the six libraries named should be the only ones for the consortium. As a matter of fact, our thought was that the six perhaps should be expanded to 10 or 15 or 20. We did not come to any specific guidelines nor name any libraries, but this was a concern that of the six libraries only two are public, and only one has a very strong collection, and 95% of the questions from the Public Library Systems would probably not be the kind of questions that the university collections could best answer. We thought that additional libraries for the consortium might be of some value.



Ron Saladino

The items number 3 and 10 are both dealing with this top level. You notice that 10, that had the phraseology and discussion about automation, received quite a large count here, but in item 3 that is strictly related to the top level, there is some doubt. I think the questions here point out the need or the desire for automation, but not necessarily the structure that is established.

Abbey Dahl-Hansen

I would like to comment on item 3 and item 10 together. I voted against both 3 and 10 because I feel that there are more than six libraries in the State of California who can supply specialized resources, and I feel that the top-level consortium, as limited and as defined in the PMM report, is too narrow. I also voted against number 10 for the very same reason. While I firmly believe that there needs to be a machine-based union catalog for California, I do not think it should be limited to the top-level consortium. I think that it is perhaps the definition of who the top-level libraries should be, where the final reference questions should go, that we might address.

Barbara Boyd

It might be useful to consider the consortium in relation to the recommendations that interlibrary loan and interlibrary reference be paid for. It would seem to be most practical to use the nearest library which has a strong collection in the subject field you are interested in. I would think that by paying a reasonable recompense for interlibrary loan and interlibrary reference, we might free ourselves to approach all the libraries in the state, and might even be able to include the privately financed libraries which would be to my mind highly desirable.

Don Fuller

For the public libraries probably very few of our questions need the resources of the academic libraries to answer them at this time, but I don't think we should just lose sight of the fact that that is not necessarily going to continue. In those libraries in Santa Clara County and San Mateo County which have been using DIALOG, we find that a whole different class of people are using the library. These are people who have not used the public library before this and the responses they need are from the kinds of material that are not in the normal public library but might be in the academic libraries. I think we shouldn't go on what we know now.

Nadine Greenup

I am speaking for our group because I think probably most of us voted the same way on this point. we felt that CLASS could serve as our access, and in a sense not substitute for the consortium, but all libraries responding to needs could be reimbursed. We would rather have access to CLASS than to have any library defined as that.

Bill Emerson

I think if the question had been phrased, "Should there be a top-level consortium?", you would have had a 60 yes vote on that particular question. I think obviously from the comments that are being made here, it was the named libraries, or the feeling that the consortium would be limited. [Audience protest] No? Then I am wrong.

Jean Connor

Can I have some comments on statement 8 which read as follows, "To the extent that an alternate structure can reduce the number of transactions required to fill a request, the greater its potential cost-effectiveness." This was on page 11 in Chapter 10. As I went around through the groups there were some who frankly did not understand what this meant, and yet many of you voted agreement. There are only four disagreements.

Bruce Bajema

Jean, I don't think there is any disagreement with that because if the alternate structure is more cost-effective, then we would agree with it. I think we have to demonstrate that any alternate structure would be more cost-effective. They are making an assumption, if you are relating this to the report, that the alternate structure is more cost-effective. I think you have to prove that to me, and if you can then I agree with you, yes, certainly. I really came up to say something about the one before, instead. On number 3, if we are going to keep Systems as Public Library Systems, then maybe we don't need the academic libraries to back us up. I mean, that is questionable. But if we are really looking at multi-type Library Systems and we are going to involve everybody, then we have to use all our resources. I don't see any way around that.

Jim Henson

As 25% of the non-affirmative votes in this question, my position is basically the same as Bruce's. The question was stated as a truism but somehow it is tied to the structure that was given in the report, and I am really not convinced that the structure that was demonstrated in that report is actually that cost-effective.

Jean Connor

I understand your point, and I think a different wording might well have given us a different result here. What about number 9, "The higher the degree of personnel concentration and specialization in a structure, the more attractive it is from a staff development standpoint." That was from Chapter 10, page 11, and here you had one-third agreed, and one-third said maybe, and one-third disagreed.

Bruce Bajema

You can get beautiful training for the people who are doing the expert research in that central library, but where we need the training, and it was amply proven by the study, is at the point that the public meets the desk personnel. That is where the errors were, that is where it didn't happen, and centralized staffing doesn't meet the public.

Page Ackerman

One of the members of my group was a trustee who isn't here, and yesterday he had a chance to speak on this point. I thought I might just reflect his view, which was very much like what Bruce said. It is a problem partly of understanding, partly of semantics. Our group would, I think, agree that if you define attractive as perhaps easier or more logistically possible, then you could go along with concentration as a positive factor. If you define attractive as achieving the most effective result from the system, the people in my group also felt that the local contact and the importance of staff development at the local level was just as attractive.

Cy Silver

Perhaps Genevieve might elucidate. In our in-house readings of both the draft and the final report, Genevieve, we felt there was occasional confusion between two different kinds of training or staff development. One was the general need for staff development which the reference study so indicated we have to have, and that is for all librarians in all roles. The other was the efficiency of training for a specialized service function that any delivery system, be it CLASS or the recommended alternative or a System headquarters, would have to have for the specific functions housed in that very narrow thing. I think you used the word staff development for both these kinds of things, and there was some confusion. The question which Jean's opinion poll referred to, I believe, was the narrow, specialized function type of training.

Genevieve Casey

I think it is clear that we are not talking about an either/or but a both/and here. There is some need for very specialized training as new structures and new duties and new ways of doing things are advanced in California. There is ample evidence in the report, and I am sure none of us have any real reservations about this, for an increased and intensified and more effective way of staff development throughout libraries of all kinds at all levels. I hear most of you feeling that there is at least grounds for thought here, in attempting to work out some kind of statewide approach to this total problem, which is a both/and problem I think.

Jean Connor

Are there any general comments on the opinion poll? My thought would be when we are happy that we have done perhaps enough on the poll at this point, I would go ahead with some analysis of your group efforts. Nothing more on the opinion poll, so I'll move ahead.

STUDY GROUP RECOMMENDATIONS ON STRUCTURE AND FUNDING

GROUP 1

Taking into account the comments from the entire Institute at open session, along with our own list of requirements, Group 1 recommends the following:

STRUCTURE FOR I L L COMMUNICATION

BASE: Present System structure.

BACKUP: Centralized database showing holdings of many libraries outside of Systems.

NETWORK: Governance: CLASS

NETWORK OPERATIONS: CLASS

COMMENTS: Allocation of terminals to be determined by each System. Number of Systems to be reconsidered as a CLASS activity.

NOTE: This recommendation is counter to the PMM monolithic backup structure.

STRUCTURE FOR I L R COMMUNICATION

To be coordinated by BARC and SCAN working through CLASS. At the point where I L R requires I L L, the network's database will be utilized by BARC and SCAN. Each System will exhaust its own I L R resources before calling upon BARC or SCAN.

NOTE: The group sees the I L R structure as being different than I L L, although I L L may be utilized.

FUNDING

Funding formula for sustaining services and local library assistance should be based upon the following factors:

1. A % of interlibrary requests received by the requested library
2. Ability to pay (tax base, income)

PRIME REQUIREMENTS CONSIDERED

1. A strong coordinating agency is necessary.
2. A centralized database which accommodates all libraries is essential. This includes both automated (future) and retrospective (manual).
3. The System must provide equity of access for all.
4. There must be a statewide communication system.
5. Governance, management must be simple.
6. The System must provide an optimal geographic delivery service.
7. Staff development must be provided.
8. Standards of performance must be provided.
9. Must be "marketable" to legislators.
10. Must draw upon and recognize importance of past experience and success.

GROUP 2

STRUCTURE AND FUNDING

PMM data indicates a growing ILL rate. We agree with criteria presented by PMM showing need for resource sharing capability, improved fill rate and cost effectiveness. However, we find PMM's assumption of need for a high level consortium unsupported.

We see a need to retain ILL as a local activity, and to separate it from ILR and other cooperative services. Reimbursement for ILL of all library materials must be provided. An automated data base or Union Catalog is the key: libraries should go directly to the closest source for borrowing, on the basis of known information. As a "free market" concept, funding would flow to any library providing materials on loan. An automated system could automatically account for reimbursement.

We would build on the successes of the past, preserving equal access and the principle of Systems and networks for their synergistic value in staff development, collection building, materials delivery, outreach, programming, film circuits, etc. We reject PMM's Designated Intermediate Libraries. We envision a three-part structure:

(1) **Electronic Network.** This is thought of as a public utility. It would be an automated data base for all types of library materials for ILL and bibliographic information for cataloging use. Any library may subscribe to it. Its startup would be from state or federal grant funds. It would be supported by user fees, and should be self-supporting. Its base is the PLAN Project of BALLOTS or similar datafiles already in existence. It could be the database projected by CLASS. This bibliographic utility should be supportable by all areas of the library community and saleable to the Legislature.

(2) **Service Network.** We favor geographic groupings similar to PLSA —single or multi-systems or intertype networks. We endorse the cooperative concept but want to encourage flexibility in alignment and combination of institutions, and so do not restrict the groupings to present Systems or networks.

Services desired would be determined locally, and could include reference referral, outreach, training, collection development or programming. These would be funded by the State as a public good, through per capita support for sustaining services to the Systems or networks.

As part of the service network, there would be one or more high-level reference centers (similar to BARC or SCAN) for referral of reference questions beyond the local level. The center(s) would be funded at two levels: (1) by sustaining grant for materials, training, communications and overhead, and (2) by activity-level based fees. Both sources of funding would be from the state. In specifying two-part funding for reference centers we would ensure the long-term life of such centers, (not now possible with federal funding), make them accountable in performance, and allow for their separate expansion, proliferation or consolidation, according to level of reference service performed. A statewide periodical lending bank could be established in similar fashion.

(3) **Local Libraries.** Local support of public libraries should be maintained but the state should consider additional per capita support to assist in equalization of library services across the state.

GROUP 3

I. Any System developed should assure the eventual existence of an automated bibliographic data base available to all libraries in California. Therefore, this group supports the concept of CLASS and urges the State Librarian to proceed, with all possible speed, to establish the authority.

II. We recommend that Public Library Systems should be retained as the intermediate level of California Library Service because:
   a) they are established, and recognized by the Legislature.
   b) they have stimulated increased resource sharing.
   c) they have developed effective inter-segmental working relationships at the local level.
   d) it is important to maintain flexibility in filling user needs while building strength.

III. We support the concept of a redefined role for BARC and SCAN as regional referral centers.

IV. We support the concept of an expanded top tier to include large academic libraries, large public libraries, and other special collections wherever they may be located.

V. We believe that on-going state support for programs with systemwide significance should have a higher priority than is provided in the proposed funding formula. Either the percent of the total allocated to the sustaining fund should be increased or another component should be added to the formula.

COMMENTS ON "CONSIDERATION" AND PROPOSED FORMULAS

1. (Reference to) "cost savings" (last paragraph, page 12.1) should be changed, modified or defined. Can "cost savings" be applied to offset incurred costs attributable to increased demand?
2. Last paragraph, page 12.1. This "consideration" does not reflect in formulas which follow.
3. Reimbursement for ILL and ILR should be authorized only after library "qualifies" by filling a specified number of requests.
4. Penalty should be imposed on requesting libraries that exceed X% of improper (thus unidentifiable) citations (which would cause additional work at lending library).
5. Payment should be only for those certain (like delivery) expenses incurred as a result of increased ILL. (e.g., where courier service now exists and is used for library and other programs; same for FAX).
6. Payments should be determined on basis of *most efficient* (cheapest? average?) ILL/ILR libraries. (Too wide a range of costs).
7. Payments should be made only for transactions processed in lending library within "X" time.

Suggested Structure:

Strengthen present Library Systems by:

— consolidating those Systems that are single jurisdiction ones and those that have too few member libraries.
— including all types of libraries including academic and special libraries.
— building up collections within each System in order to be able to increase ability to take care of ILLs and ILRs within Systems, i.e., building up designated resource libraries within each System.
— developing an automation system at the state level which will provide a union catalog with terminals at designated headquarters at each System so that information needed to fill ILLs can be had immediately.

— making available the services of BARC, SCAN, and the state for ILRs creating other similar reference centers (with access to large academic resources) if needed.
— retaining the best aspects of cooperative Systems such as direct patron access and concommitantly-needed delivery service, outreach, sharing film resources, after-hours reference service through adequate state support.
— creating a statewide staff development program which will offer regular and periodic reference and public service training sessions.

Funding

State support for Library Systems should extend services to all the people, not to an elite few.

Initial establishment grants are necessary to develop and implement a statewide automated system which will include among other services a union catalog. Terminals at System headquarters will enable faster ILL information . . . among other things.

Each System should be able to submit an annual "needs" budget, with projections for 4 or 5 years, which it feels will adequately support staff and services that Systems can provide better than individual members of the System can provide by themselves.

An evaluating group made up of a representative from each System, from the State Library, and possibly the State Office of Finance will develop performance cost standards for various services and activities. After this evaluating group has approved each System's request for funds and a similar request for the State Library is approved by the same group, a total budget request for Library Services should be submitted to the State Legislature annually with projections for the following 4 or 5 or 10 years included.

AUGMENTED PUBLIC LIBRARY SYSTEMS

The top level consortium as defined in the study with the possible augmentation of the addition of UCSD, CSUSD, and the SDPL as a group to take care of the needs of the people of San Diego and Imperial Counties. Also, the addition, as a group, of those libraries throughout the state consisting of special libraries and special collections which should be able to be called upon to aid with their often unique resources. Access of these libraries could be through BARC and SCAN.

Below this level, the alternative of the augmented Public Library Systems seems the more acceptable alternative. The primary reason for accepting this alternative is that it enables the statewide plan to build on an existing structure understood both by the public and the Legislature. This base is the twenty existing Public Library Systems, five of which are single member Systems and fifteen are multijurisdictional. This is not to say that whatever network plan may finally evolve, all these libraries will not continue to serve as they always have and always will, the preschooler, the student at whatever level, and the general population.

Stated simply, Public Library Systems should be retained as the intermediate level of statewide public service. It is granted that not only will the funding formula have to be changed and placed on a sound and continuing basis but also that the Systems themselves must develop more adequate methods of planning and evaluation of their performance in relation to Systems activities and Systems objectives with close attention being given to patron satisfaction.

It should be recognized that there may be developments not anticipated by the PMM study, both in technology and in overstructure. Also, there may be developments at some point along the various levels and within the various Systems that might result in a divergence between the routes taken to satisfy ILL and ILR needs.

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FUNDING

Assuming that any revised formula for funding the augmented Public Library Systems will include support in one form or another for all levels of service and will maintain the objective that service to the public is the paramount objective, it is recommended that state assistance be based on the following considerations:

1. The formula focus on support for ongoing library and interlibrary activities.
2. The equal access requirement of PLSA remain an essential ingredient in any funding plan.
3. That the formula be oriented primarily to interlibrary resource sharing activities at the intermediate level as well as consortium.
4. That the formula be responsive to annual changes in the level and costs of interlibrary demand.
5. That the formula be capable of adjustment to reflect changes in the costs of resource sharing.
6. That the resulting eventual economies resulting from wider resource sharing and coordinated resource development be used to improve local library service to the public.
7. That the formula provide the necessary subsidiary functions to ensure continual success of the interlibrary resource sharing plan.
8. That the formula continue to accommodate large public libraries as well as other systems and consortia of libraries in the same manner.
9. That the formula continue to provide for interlibrary relationships that are guaranteed as a matter of right and supported by adequate forms of reimbursement.

Conceptually, the proposed formula has, at *every* service level, two parts:

A) Reimbursements to libraries for filling interlibrary loan and reference service requests.

B) Sustaining Service Funds.

GROUP 4

Group 4 favors the augmented Public Library Systems structure:

1. The system structure would be easy to implement, the state would be building on a structure it already has.
2. The Systems structure would be more acceptable to legislators and governmental officials at all levels since it already exists.
3. The Systems structure would be more acceptable at the local library level.
4. Augmented Systems would provide a high fill rate at the local level and avoid overloading of the top-level consortia.
5. Interlibrary loan and interlibrary reference would be *faster* if performed at the System level—with only unusual book requests and the most difficult reference requests going to the top-level consortia.
6. The "two track" structure for interlibrary reference should be given further study.
7. The statewide automated union catalog is vital to the "network concept".

Group 4 statement on funding.

The proposed funding formula is essentially sound, but it is too complicated, and will result in extensive record-keeping, statistics handling, and auditing.

An alternate would be to determine the most heavily impacted libraries and reimburse these libraries by direct grant payments.

GROUP 5

1. The top level consortium should be expanded to ten to twenty plus libraries.
2. Use existing public library and intertype regional cooperative networks.
3. Encourage flexible, hierarchical routing, with some filtering to ensure economic retrieval and delivery.
4. Define/identify area resource libraries plus special and academic libraries with outstanding resources in one or several fields.
5. Urge state to give top priority to implement on-line bibliographic systems.
6. Set up a test of the PMM structures as well as Group 5 recommendation.
7. Set up Task Force to study implications of CLASS; the adoption of BALLOTS; and the use of existing intertype library cooperatives and how these might influence the structures recommended by PMM.

In Chapter 12-1 and 12-2, Group 5 endorses statements #1 "That the formula . . ." through #5 "that the formula . . ." and on 12-2, we endorse the 3 statements at the top of the page.

GROUP 6

Structure

Characteristics:

Statewide

1. Intertype system
2. On-line union data base
3. Total access to data base
4. Multi-track ILL/ILR
5. Acq/collection development
6. Cataloging
7. Serials and Circulation control
8. MIS
9. Outreach services
10. Capable of change
11. Capable of interface with regional/national structures
12. Protect local autonomy

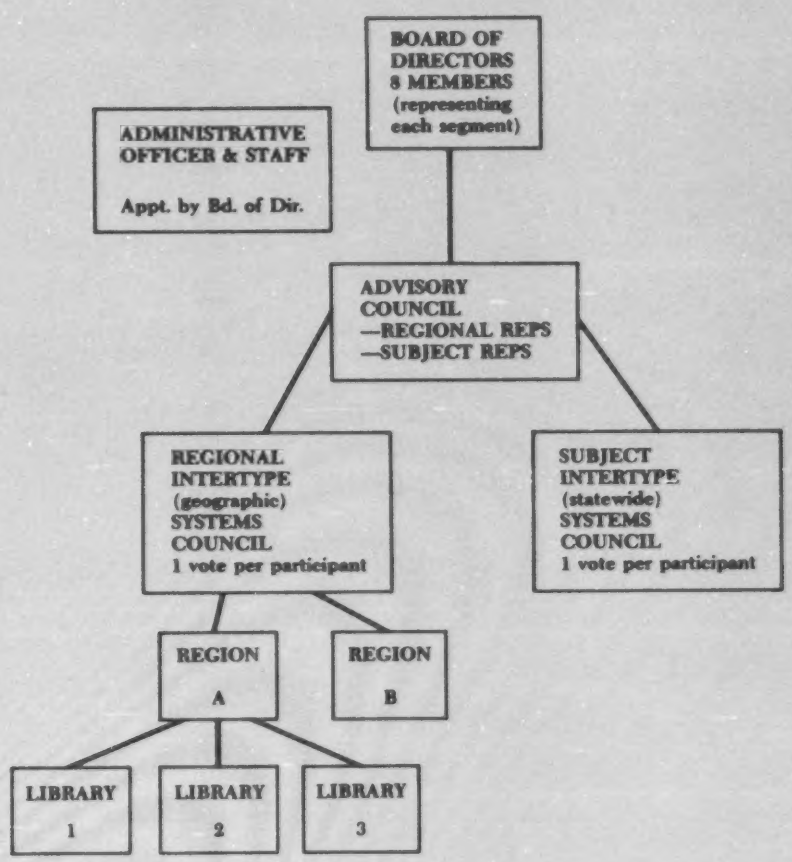
Funding Sources

To be administered by Intersegmental authority:

1. Redistributed available state funds.
2. Additional funds, public & private:
   a) Federal
   b) State
   c) Foundation
   d) All other
3. Membership fees (flat initial fee)
4. Transactions charges e.g. ILL/ILR, etc.
5. Product charges e.g. Cataloging, etc.
6. State fund for sustaining services e.g. Outreach.

Structure

I. Phase I—CLASS as now proposed (2 years)
II. Phase II—Intersegmental/Intertype authority (includes nonpublicly funded libraries on equal basis)


BOARD OF DIRECTORS 8 MEMBERS (representing each segment)
ADMINISTRATIVE OFFICER & STAFF
Appt. by Bd. of Dir.
ADVISORY COUNCIL —REGIONAL REPS —SUBJECT REPS
REGIONAL INTERTYPE (geographic) SYSTEMS COUNCIL 1 vote per participant
SUBJECT INTERTYPE (statewide) SYSTEMS COUNCIL 1 vote per participant
REGION A
REGION B
LIBRARY 1
LIBRARY 2
LIBRARY 3

GROUP 7

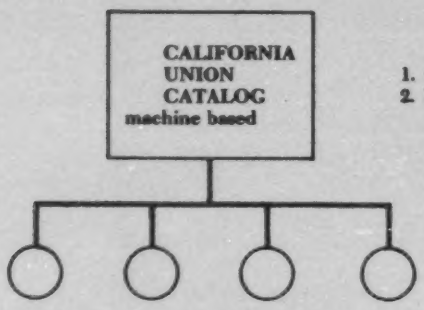
Structure

A. Based on regional geographic intertype systems (assumes careful study and possible redesignation of present regions).
B. Each system has a Headquarters Library (or several libraries) at TOP of NODAL structure.
C. Design of each regional system may vary to reflect local needs, based on current experience with regional intertypes.
D. Membership required to participate (equal access assumed).
E. Backup provided by centralized NORTH & SOUTH Resources libraries.

Function

1. Assumes machine based California Union Catalog.
2. Assumes joint power agreement e.g. CLASS.
3. Assumes resource sharing among all member libraries horizontally and vertically.
4. Interlibrary lending.
5. Interlibrary reference
6. Staff development.
7. Other services as identified.

ILL STRUCTURE

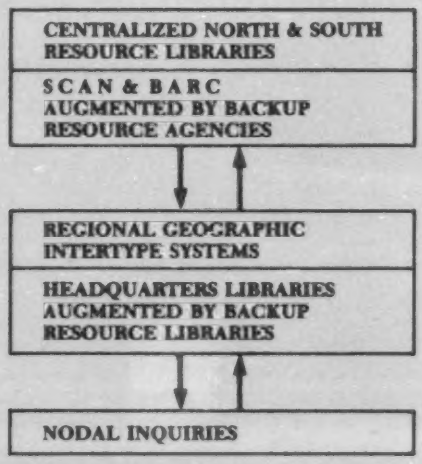


1. Draw from data base on a regional basis.
2. Tag entry of data to region so data can be retrieved by region.

GROUP 7

INTERLIBRARY REFERENCE

TOP



Funding

1. Assumes state funded establishment & maintenance of data base.
2. Assumes state funded SCAN & BARC.
3. Reimbursement at *TOP* level for backup services and at System level (ILR).
4. Sustaining Services Fund.

Recognizing the need for a saleable structure to the legislature, we do not feel either the adequate time nor expertise to address a funding formula which we as a group can endorse.

GROUP 8

We feel that it is politically important to keep the present structure of Library Systems (networks). We acknowledge that improvements are necessary and subscribe to those as listed on page 11-3 and 11-4 of the PMM report. Additional structural changes are advantageous and are listed on the attached page.

The evaluative criteria as listed on page 10-11 & 10-12 examined at our recommended structure meets all criteria with the exception of personnel concentration which our group rejected as invalid.

Funding is discussed on an attached sheet.

Structure

Augmented Library Networks (as described on pages 11-3 and 11-4).

This network also to include:

1. Standardized structure and procedures among networks.
2. Full participation of all types of libraries.
3. CLASS (to be responsible for the development and operation of an automated statewide master file of holdings).
4. Intertype network council composed of one elected representative from each System: one library educator, 3 lay persons, state librarian as ex-officio member. (Coordinates activities, monitors performance, adopts standards.)

Funding

The group agrees with the funding formula as presented on page 12-4 except that the reimbursement of funds for network ILL & ILR transactions should be made directly to the library.

In addition, we are adding three other components to the funding formula:

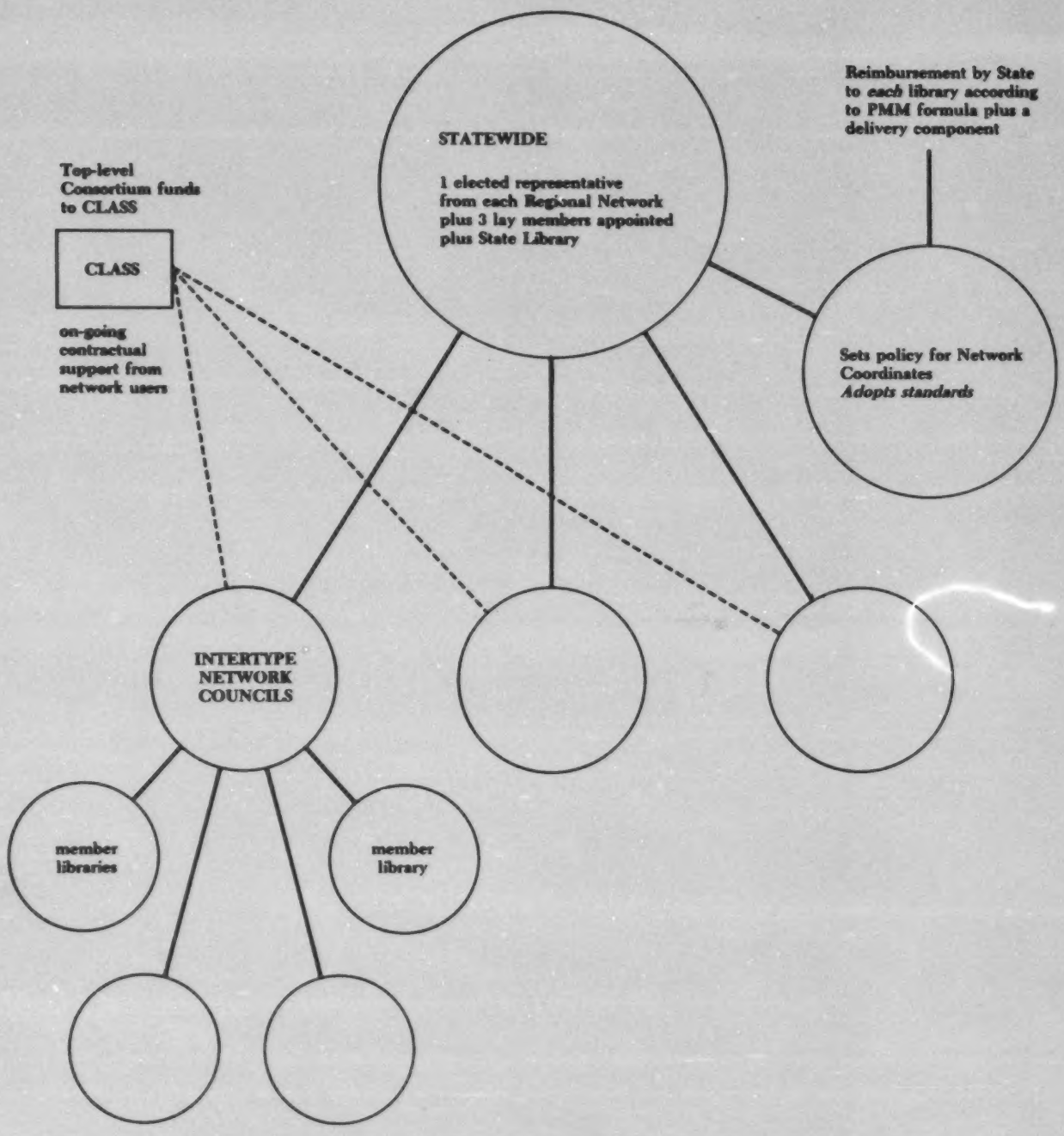
1. **CLASS.** Establishment funds should come from the recommended top level consortium funds. On-going funds should be in the form of contractual support from network users.
2. There should be a delivery component based on mileage.
3. There should be funding for the network council for the execution of their responsibility.

Evaluation Criteria

The following are the criteria for evaluation and the means through which these will be met:

1. Resource sharing:
   a) CLASS
   b) Expansion to intertype libraries
   c) Standardization

GROUP 8


Top-level
Consortium funds
to CLASS
CLASS
on-going
contractual
support from
network users
STATEWIDE
1 elected representative
from each Regional Network
plus 3 lay members appointed
plus State Library
Reimbursement by State
to *each* library according
to PMM formula plus a
delivery component
Sets policy for Network
Coordinates
Adopts standards
INTERTYPE
NETWORK
COUNCILS
member
libraries
member
library

2. Upgrading:
   a) Monitoring
   b) Staff development
3. High fill rate
   a) CLASS
   b) Intertype library membership
4. Implementation
   a) Because we are augmenting the existing structure.
5. Personnel criteria:
   We reject this criteria
6. Cost effective
   a) Reduce the number of transactions through use of CLASS
   b) Provide lateral access.
7. Sound financial structure
   Followed the PMM recommendations as modified on the attached sheet.
8. Growth
   a) Systems are expandable
   b) Flexibility of CLASS

GROUP 9

Structure

Basic unit is individual library

Regional unit is multi-type library Council
(no longer Public Library Systems)

Funding

CLASS—state and federal funding to establish—and maintain.

All libraries may participate on cost basis.

State reimburses for ILL & ILR (properly validated).

Per capita funds allocated by Regional Council to correct imbalances or programs they consider necessary.

Other services are basically a local responsibility.

GROUP 10

Objective

The Legislature should recognize that access to information is a public right and value irrespective of source. (This enables funding to be channeled to independent or private libraries).

Structure

1. Legislation can better be generated by building on existing structures.
2. California should be divided into regions taking into consideration such ideas as geography, economics, cultural and political boundaries and social factors.
3. *All* libraries in a given region may be members of a network for ILL and ILR (as in PMM).
4. A Regional (network) Council shall be created and will evaluate performance of all libraries in the network in respect to resource sharing.
5. Systems (as at present) should integrate with other libraries into Regional networks.

Funding

1. Accept PMM funding method for Systems *plus* pay-off for new title entry into network catalog (this may include selective acquisitions by units in a region).
2. The sustaining services fund may be used to develop a regional union catalog as deemed desirable by a regional council.
3. The sustaining services fund factor should be a variable considering geography, population density and/or materials per capita.
4. The funding formula should be based on ILL & ILR transactions including the local level.
5. Funding must recognize the variables within the state based on factors in the #2 above.
6. A practical statement recognizing inflation factors must be written into legislation.
7. Legislation should recognize that the first consideration for state assistance on p. 12-1 is essential.
8. The funding formula should be based solely on interlibrary activity.

ALTERNATIVE RESOURCE SHARING METHODS

Type of Method	I L L Base Structure	I L L Backup	Network Governance	Comments
1. PMM—Augmented Public library	Geographic "system" structure	Top level consort. of 6 libraries	PMM (see handout)	1. Systems would be organized into network using TLC
2. PMM—Regional Resig. Interned	Regional D I L S ringed by intertype library	Top level consort. of 6 libraries	PMM (see handout)	
3. Present "SYSTEMS"	21 geographic systems with headquarters for coordinating	All libraries in Union Catalog	Not organized into formal network	
4. Present "SYSTEMS" Improved Decentralized	Proper number of geographic systems --- Terminals at headquarters and some libraries	All libraries in centralized database	CLASS	CLASS governs and also operates central on-line database and manual union catalogs. —terminals wherever determined
5. Present "SYSTEMS" Improved Centralized	Proper number of geographic systems --- Terminals at Headquarters only	All libraries in centralized database	CLASS	—terminals at System Headquarters only.
6. New Non-system Decentralized setup	Permutations according to wishes of regions	All libraries in centralized database	CLASS	1. Difficult to fund 2. Difficult to coordinate

PREVIEW OF STUDY GROUPS' RECOMMENDATIONS

Jean Connor

I am going to begin by pointing out a few issues that you were all struggling with. It seems to me that many of you were trying to find a structure which would move you from Public Library Systems to structures accommodating various types of libraries, intertype library systems or networks. Many of you were trying to develop a program which could draw upon upper level strengths not now available to you. You wanted greater success for your readers and you saw one way of doing it was somehow to have a structure that would tie you into strong backup libraries at the upper level. Many of you found the thorniest issue was an almost simultaneous consideration of hierarchical problems, the level problems, with a consideration of the potential for random access through an automated database, and you wanted somehow to put those two together. Many of you were trying to design a program that included the best of the present service programs plus the availability of cataloging data and an automated bibliographic database along the line of the CLASS proposal.

In funding, you were trying to find a way to see that your programs had ongoing support that you could count on, plus being fair to the guy that had a heavy load. In funding actually the hardest thing you found, besides first stating that there should be federal money, state money, local money, private and public money, was to come back to the question, if there is a limit to the level of state funding that we can realistically and politically seek and secure in any one year, where shall we place our priorities? I think that we might do well shortly to discuss the question of priorities in state funding, recognizing that the purposes for state funding could be many. They could be to strengthen local library service. They could be to support interlibrary activity. They could be not mutually exclusive but both, and so on. If you have everything you have got no problem, but if you set some reasonable limit of state aid, such as the report recommendation of three to four million, then it is a question of how that money shall be spent.

In the reports on funding, I looked for ideas that might be unique to a single group, or contribute an emphasis that rounded out something in the report, or brought up something not in the report. In other words, let me throw out a number of concepts so you see the range of ideas that came out of the question relating to a suitable formula or funding. We could perhaps have just a whole list here of key words. I'll give you the key word when I get finished with the total quote.

Group 2 said that there should be one or more high-level reference centers funded at two levels, A with a sustaining grant, and B activity level-based fees, both from the state. I think one key word here is "sustaining", another key word is "activity." Group 4, and I am shortening some of these sentences, the proposed funding formula is essentially sound, but it is still complicated. As an alternate, determine the most heavily impacted libraries and reimburse these libraries by direct grant payments. The key word there is "direct grant." Group 10 said focus on ongoing library activities rather than one-time or program development activities. I think there is nothing different to add there. It is an activity base, but you might add after activity, "ongoing." Perhaps that is the difference here as against single program.

These are not the whole report of any of these groups. These are different ideas found in different reports. This is a partial quote from group 8. There should be a delivery component based on mileage. That is a different one; let's just say "delivery." I lost the group number on this so I can't give credit, but anyway, you will be swelled with pride if it is your own. There should be funding for the network council for the execution of their responsibility. Not too many of you considered funding for the council, so let's just add the word "council." Another group said there should be a funding formula for sustaining service and local library assistance based on 1) a percentage of the interlibrary loan requests received, and 2) ability to pay based on tax base income, etc. Here is one of the places in the report where the concept of ability to pay came in. I think that would be the key word, "ability."

Group 10 said this, funding must recognize, and here they were speaking of the sustaining services fund, the variables in the state, and they mentioned such variables as geography, population density, and materials per capita. I think that is one of the places where "population density" comes in as a key concept. In other words, the desire to have a compound formula that would recognize differences within the regions. Group 10 said they accept the PMM funding for Systems but want to add something to it, plus payoff for a new title entry into the network catalog. That is a different idea. I would just put that down under a general heading of "incentive." What you were trying to do, I am sure, is to make certain that local effort continued and one reflection of local effort would be the addition of new titles into the network total.

Group 6 said that in addition to federal, state, and local public funds, they envisage membership fees, transaction charges, and product charges. I lumped that together under money from users, and users in this case is libraries, so let's say "user fee" is the key word here. A very old one, group 2, that the service network should be funded by the state as a public good through per capita support for sustaining services to the Systems or networks. "Per capita" is the key concept there. In group 2 the word "equalization" came in. Local support of public libraries should be maintained but the state should consider additional per capita support to assist in equalization. I am repeating one now, it is a different wording of the user fees. Group 2, there should be an electronic network thought of as a public utility . . . would be an automated data base for all types of libraries . . . any library may subscribe to it. It's start-up should be from state or federal funds. It would be supported by user fees and should be self-supporting. So you see a combination of ideas here, and I think the other word here is "start-up funds."

Now, lastly, I read a quote from group 3. On-going support for programs with System-wide significance should have a higher priority, and I took only a portion of that sentence because it showed they were coping with the problem of priorities and had begun to throw a few more of their dollars towards a priority, as they saw it, with programs with System-wide significance. So I think for a moment I would be happy to have you deal with the question, given a state level funding request of something in the neighborhood of $3 or $4 million and these various ways of working out a formula, what do you see as priorities?

Page Ackerman

Well, I am from group 3, so I would like to say a word or two about why we said what we did about the programs with System-wide significance. I think we felt that in the report there was a very clear priority given to interlibrary lending and interlibrary reference, and built into the funding as it was recommended was a kind of continuing priority for those two functions. At least one member of our group felt that there was a danger in this because other programs which might have more innovative impact would be slighted if the priority continued to be reinforced by the funding program. The real question there is, does the proportion of the total that

would be allocated to the sustaining fund, which is the other money available which has to be used for a variety of purposes, allow for the support of programs that would be innovative? We weren't sure about it, but we felt we ought to raise the issue.

Jean Connor

Based on the opinion poll, you really did have consensus on a formula for funding interlibrary activities that should be primarily keyed to demand. These other ideas may or may not be the ones that you add.

Joe Da Rold

Group 7 did grapple very minimally with the problem of demonstration services that Page Ackerman's group seemed to have, while not coming up with anything concrete. One of my concerns was whereas now these are funded through LSCA, do we ask to have them sustained by the state? Or do we charge the State Library with the effort to see that the state is continually receiving funds for the development of new, creative services?

Nadine Greenup

I'm not sure I speak for the group, but to me the beginning would be enabling legislation which would open the door for funding to go to all types of libraries, and then develop beyond that as to how. You might need funds to make it possible, but this would be enabling legislation to make it permissible to go to different kinds of libraries.

Jean Connor

I'll move ahead with a report of some of the things you said on structure because they are so interrelated, and we can always come back a little to the funding. Again, I looked for some things that many of you were saying. I found that many of you were talking about intertype Systems. Group 5 felt that we should define and identify area resource libraries and special and academic libraries with outstanding resources in one or several fields. Here is the general concept of subject strength, and I think "subject" perhaps would help us remember that. Group 4 and group 1 among others were intrigued apparently by our earlier discussion on so-called two-track system, and I think the key word here is "two-track." Group 4 was recommending a two-track structure for interlibrary loan and interlibrary reference, and what they felt was it needed further study.

Group 1 said something like this, that structure for ILR communications should be coordinated by BARC and SCAN working through CLASS. At the point where ILR requires ILL the network's database will be utilized by BARC and SCAN. Each System will exhaust its own ILR resources before calling upon BARC or SCAN. Group 1 sees ILR structure as being different than ILL, although ILL may be utilized. There was a concept that we didn't really start the meeting with. Many of you dealt with the influence on structure of "CLASS," and that is our key word.

Group 3 said something like this, any System developed should assure the eventual existence of an automated database available to all libraries in California. This group supports the concept of CLASS and urges the State Librarian to proceed with all possible speed to establish the Authority. Interestingly enough, group 1 actually recommended that the recommended governance pattern for CLASS be the governance pattern for the interlibrary loan network, at least that is the way I understood that recommendation.

In group 10, there was a Phase 1 and a Phase 2 structure. This introduces a different idea that can also apply to funding, (and simply the word is "phases"), that the legislation might well unfold and that we get money for a first phase and money for a second, and that we build in two phases, like an add-on house. That is an idea you might like to think about.

In the discussion of structure there was a reflection of your divergent views over the consortium. For instance, in group 5 they said that the top-level consortium should be expanded to 10 to 20 libraries. Group 3

support a concept of a redefined role for BARC and SCAN as regional referral centers. The key word here is "regional referral."

"A strong coordinating agency is necessary. This appeared again and again."

Many of you began your bill of rights with phrases that related to building on existing strength. That showed up, of course, in your opinion poll over your vote in support of augmenting existing System structure, but that concept that the structure should build on strength in this state appeared again and again. Group 1, a strong coordinating agency is necessary. This appeared again and again. You feel the need for coordination at a top, and strong somehow, level. I stopped counting the number of groups, as I said, that mentioned "intertype". I believe this was group 10, Systems should integrate with other libraries into regional networks.

Now, in the choice of structure, some of you approached it a little more politically than others. Group 8 put it this way, it is politically important to keep the present structure of Library Systems. I only give you that quote because it was elsewhere. In other words, you were making choices which included a criteria of what you thought would win legislative dollars. As I said, and as appeared in the opinion poll, the key word here is "automation." This is a quote from group 2, an automated database or union catalog is the key. As that group started to work out its structure, it started with an assumption that you are going to have to have an automated database. Libraries should go directly to the closest source for borrowing. Funding would flow to any library providing materials on loan. Group 4 put it this way, a statewide automated union catalog is vital to the network concept.

Recognizing the complexity of the choices in designing a structure, group 5 and group 8 and group 10 and perhaps others took a longer-range view and began to build into the structure ways that whatever you chose in the year of our lord 1975 you could re-examine a few years hence. The key word here is "monitor." For example, group 10 said that a regional council shall be created and will evaluate performance of all libraries in the network in respect to resource sharing. Group 8 said there should be an intertype network council which coordinates activities, monitors performance and adopts standards. Group 5 could see the need for setting up a test of structure, and one way that group 5 thought that further exploration could take place was through a task force, which certainly is going to be further discussed at this meeting.

Those were some key word concepts that appeared in the groups' recommendations on structure. Some of the groups got further with structure and thereby did less with funding than others, and some of the groups attempted to put their structure recommendations actually into a diagram. I thought that after any general comment that you might like to make on these issues as raised by these key words or any of the quotes, then I might ask the resource leader for group 7 to actually make a recommendation of his group's structure to the rest of you. I would ask the group 8 leader, who also had a well worked-out structure, to react and then open it for everyone as a way of crystalizing some of these divergent views.

But before I ask for that presentation of group 7's recommended structure, are there any general comments that this group of quotations from the group reports brings to mind? We want the key word automation.

Stan Elman

I'd just like to throw out a few words here that I jotted down. The concepts represented by these words did not exist just a few years ago, things like laser beam eye surgery, or freeze-dried coffee, satellite communication systems, ultra microfiche, computer-printed union catalogs. As library labor costs go up dramatically, there is only one element that has dramatically decreased in cost, and that is the cost of information retrieval via computers. It wasn't too long ago that a computer cost $1 million, and then it went down to $100,000 and now you can buy one yourself for a couple of hundred dollars and carry it around in your pocket. The library

of the future will be dramatically different than it is now, when the delivery of information may no longer be in the traditional hard-copy form but a kind of electronically reproduced image. I just throw that out, that we sort of incorporate that in our planning for the immediate future.

Jean Connor

Yes, I think it was in many of your minds that the structure should be capable of change to accommodate future automation and future developments.

Bruce Bajema

Maybe I am dreaming this because I would like it to be true, but besides the two groups you specifically referred to as coming up with the two-track approach to the ILL and ILR, it struck me that four or five of the other groups were indirectly saying almost the same thing by emphasizing the automated database where every library was reimbursed for supply, etc. Would you say that that was a general consensus from reading it? Is that a legitimate thing to say, that the two-track thing really is there?

Jean Connor

I am not sure because of the amount of time I spent with it, which was limited. I think I am sure on this, that the need to tap into an automated database is in many of the reports. By a two-track system, I was quoting its use here in relation to a routing through a given hierarchy for purposes of interlibrary loan, and a different referral pattern for purposes of reference service. Whether every time a person mentions an automated system they were thinking of that two track I don't know, I'd have to reread it.

Harry Rowe

Would you like to comment, or somebody from the group that talked about the phases like to comment, a little more on what they were thinking of in terms of several phases in moving towards our objective? I'm very much interested in the possibility of achieving our goals through several phases. We didn't bring it up in our group.

Sheila Thornton

Basically what we were looking for was something that could be put together right away, using the CLASS structure that could be implemented with the joint exercise of powers, that would not require legislation. Phase 2 would be an intersegmental, intertype arrangement that would allow the non-publicly funded libraries to become equal members with the publicly funded segments. That would require some legislation, that could probably take two to three years at a minimum to get going.

Linda Crismond

I think that the emphasis on most of those key words and the consensus of a lot of the groups was that we needed funding for continuing programs. However, I was interested in the key words that were brought up just a few minutes ago. One of the concepts there is the start-up funds for the state union list. In order to take advantage of technology, I don't think we should totally rule out start-up or project funds in the future as new technologies and new things appear, such as laser communication or new microforms.

Jean Connor

I have a feeling that you'd really like to hear one of the organizational presentations, to see how different or how similar it is to what you were thinking, and so I am going to ask the group 7 leader if he would like to come forward.

Joe Da Rold

Basically, what we have worked out is a synthesis of what Cal Hamilton was getting at yesterday, and what a lot of us talked about in our full discussion yesterday afternoon. It is based on a regional geographic intertype system, and we do assume on-line access through CLASS or a large database of that type. We very obviously did go to a two-track system. At the very top are SCAN and BARC with centralized north-south regional libraries. We felt those were two very good systems to continue with, and

I will not address at all the funding concepts behind these. Bear in mind these are totally interlibrary reference.

Going to SCAN and BARC are the regional geographic intertype systems. We were evaluating the kind that are common now in the southern part of the state: SIRCLS, LOCNET, and the systems which have started up from Systems and have now become interlibrary intertypes. The only people at this point feeding into SCAN and BARC are those intertype headquarters. You see, the intertype system there is based at a headquarters library. This is one thing. We did not say intermediate library, and in some places the headquarters library may be a single one or it may be a couple of libraries.

The multi-nodal structure that we were thinking of really aimed for total flexibility throughout the state. We recognize while many of the Orange County-San Diego area Systems were very similar, the Los Angeles Systems feeding into SCAN also were not at all the same. There are four highly developed Systems, three are among the very largest, which would go right into SCAN rather than through the headquarters. San Diego's intertypes might go through San Diego Public. The Los Angeles area libraries might go from their own headquarters directly, in other words, from LA City into SCAN, from Pasadena into SCAN.

The interlibrary loan structure, as I said, assumes the union catalog machine-readable database from which you would be able to receive your cataloging data and your location information. Any library that wished to have a terminal could simply contract and feed not into the union catalog per se, because of the line-charge problem, but into a regional database that would serve as a window to the state catalog there. This also includes what Abbey was driving at before. It does not include just the consortium libraries holdings. Any of the terminal libraries would have their holdings and the tag entry of data to the region, so that the data can be retrieved by region. Whatever terminal library was making the inquiry would get the displays indicating that all of those listings would be in their geographic area, and they would be able to approach any of those libraries. What we were keeping in mind through this was certainly that the delivery system, I think as Cal Hamilton said, was at the basis of your interlibrary loan setup. Abbey, do you want to address anything else that was on the two charts?

Abbey Dahl-Hansen

I don't think so, except that this plan visualized the California union catalog as a catalog of all the holdings in California from date 1, July 1, 1978, or whenever you start such a system. It is also based, as Joe has said, on regional supply of documents first, as the basic idea, that being the reason for tagging the data so that you can get it back out on a regional basis.

Joe Da Rold

Just to show you the sheet of functions already mentioned, we assumed a machine-based catalog; number 2, we assumed the joint powers agreement such as CLASS exactly as stated before, as the legal mechanism to accomplish the interlibrary cooperation; number 3, it assumes resource sharing among all member libraries horizontally and vertically. It assumes the interlibrary lending, interlibrary response. It assumes staff development and other services as identified through the regional geographic structure. The ILL you can see really does not have anything to do with the ILR structure, except that it really is a basic part of it, and I think it was our assumption that the ILL again would be supervised by the advisory council of CLASS.

Jean Connor

What I thought would be fun is to have the group leader of group 8, another group which did careful work on organization, comment on group 7's product. I believe Gil, you were the group 8 leader.

Gil McNamee

The first thing where we differ is in the two-track idea of interlibrary reference and interlibrary loan. We do have some areas of agreement. We, of course, have assumed the California union catalog also automated, and

access to it. We have assumed CLASS, and we also have assumed horizontal and vertical resource sharing. We were the group that felt that it was politically important to keep our present structure, and I see that particularly in group 7's report of interlibrary reference, BARC and SCAN are more or less doing the same thing. We have more or less kept with our current Public Library Systems, except that we have changed ours to library networks to include, as they have done, all of the different types of libraries.

We haven't had time to check the evaluative criteria which were given in the PMM report on alternative structures. However, we checked ours and ours met all of the criteria except one, which we had thrown out. That is the one that staff training is better in a high concentrated population. In our chart also we assumed the council. We assumed the council with strength, the council who would monitor, a council who would evaluate, who would set standards. We also assumed that this council probably would have a secretariat. I can't tell by group 7's exactly what they had in their mind about their own council. We went into the funding and we felt that the council should be funded. There was one other method of funding that we had. I would like to call on Linda Crismond to also comment on group 7 as well, since she was our scribe, so to speak.

Linda Crismond

Scribes are not supposed to think, they are just supposed to write, and I mainly wanted to talk about two things. Number 1 is that our group had every type of representative. We had one friend of the library, a special librarian, a public librarian, an academic librarian, Berkeley, San Francisco Public, and the State Library, members of the three designated consortiums. We also had a public librarian who was not in a System, as well as those who were in Systems, so that we thought we had a pretty good base on which to work.

Gil has described the structure, but we did work on the funding and I think maybe that I will try to say a little bit on the funding. We agreed with the funding as it was presented on page 12-4, except for the reimbursement of the funds. In both of those funding structures it was to go in one case to the designated library, in the other case to the System headquarters library. We felt that the reimbursement of funds should be made directly to the library that provided the transaction, be it filled or unfilled, so that even the smallest public library could receive funding under the formula, if they indeed did fill an interlibrary loan. We felt that this was important because with the possibility of a state union list there would be more lateral filling of interlibrary loans and we wanted to ensure that the funds would be equitably distributed. In addition to that funding formula, we added three other components that we felt were important.

We didn't go into the definition as much as some other groups did, but we felt that CLASS should be funded and should be a part of this whole state funding package, and in CLASS that there were two types of funding. One was the establishment funding or the set-up funding. We thought that this could be part of the funding that was recommended in the PMM for the top level consortium, that those funds could be for the establishment of CLASS. They would be one time set-up funding. It has also been suggested in other places that these would be either state or federal combination funds but also ongoing funds would be needed to support CLASS, and those ongoing funds should be in the form of contractual support from the users of CLASS. We didn't go into those arrangements, whether they were a transaction fee or what. But there is also the other aspect of whether those who are contributing information get credit, or whatever.

We also were the group that suggested that there be a delivery component. We felt that this main component would be built on existing delivery systems, but the mileage might seem fair to connect this whole network between Systems. Some systems because they were so spread out might

deserve more money. This might be an appropriate state funding because it is an intersystem activity, or activity between libraries within a System.

The third area of funding that we thought also should be considered is the funding for a network council. This funding would enable the council to accomplish the activities that we had defined, such as the monitoring and the setting of standards. There should be some sort of a definite funding to this, because of the responsibility of the council.

Joe Da Rold

We did address the problem of a library accessing the System and not lending out materials, and the recommendation was that no library could access unless they were a member of the network.

Shirley Stearns

I was the Friend on this group, and it was a great group to work with. I think that we were ever mindful of what we heard many times during this session so far, from the planner from LA and from the Legislative Analyst, that we have to present to the Legislature something that they will buy. Obviously, we felt that if we could build on what we have they wouldn't feel that all the money they have already given went down the drain. Why should they start for another deal that is going to go down the drain? We also were considering that service would be from all types of libraries, which would then make the Legislature realize that every citizen was going to have it available. First and foremost we felt that we had to consider what would be the best package to the legislator who maybe never even goes into a library himself, and who would understand the wording and would say, "Well, I agree, everybody is going to get service and all the citizens in this state are going to benefit, and so we are going to go for it."

Jean Connor

Well, I think it is very close to the time in which we again thank all of you for all you have done. I am going to ask Ethel Crockett to end this session and tell you about tomorrow morning.

Ethel Crockett

I know that I am getting a lot of ideas and a pretty good feeling about all of the excellent results of the group discussions. Tomorrow morning we are getting close to the end of this conference and as your agenda states we are going to be zeroing in on strategy recommendations for the future. I would certainly like to have a lot of discussion on what you feel the priority action items are and the priority items of legislation for budget purposes. Just as Rick Brandsma suggested this morning, we should go into the process with a prioritized list, and I feel very strongly that I need your assistance on making up this list. I certainly want it to be responsive to the needs here in California. I think right now you are the best group that I have ever met with. You are the most informed and you have a common base of understanding that certainly will be most helpful to us in what I think is going to be a frenzy of activity pulling ourselves together and getting ready for legislation in a very limited period of time.

Tomorrow morning we are going to talk about these very matters. I want to get some sense of who you feel should be the task force. I hope the nucleus of a task force to continue working will come from participants in this conference. I want to be sure that all of the kinds of representatives of library elements are on that task force, and I would like to have your assistance to make sure that every element we need is there. I feel a very heavy responsibility here and I am counting on tomorrow morning for casting a lot of light on it.

11—88422

Friday, June 27

Ethel Crockett

I am very pleased to see how many of us are here after this intensive week. The last morning I think we look pretty good. We should look around at each other and congratulate ourselves on our stamina, endurance, interest, activity and so forth. I am sure all of you feel as do I that we have been making progress, and our real efforts are proving to be worthwhile.

Before I attempt to urge you into one more bit of activity, I want to recognize again this Institute staff that has worked so really hard. You have probably been in the message center and wondered how Carmela Ruby is holding up under all of this, because she has been so very busy, but of course she has had great help with Ann Kirkland in there pushing and two gals, Gloria Ruiz and Irene Turner, carrying through. I think of them loading up two station wagons worth of office equipment and everything under the sun to take back to Sacramento tonight, and I certainly want to acknowledge the big effort that they have made.

Also, thanks to all of our resource people sitting up here in the front. We have been so fortunate to have Clara Jones and Genevieve Casey and Alma Jacobs. The men are off working very diligently and hard, so I should say later to David Taylor and Sol Spector how much we appreciate their work. But I guess more than any, just looking out at the number of you who have been here the entire time during the conference, I think how much you have contributed. When I think about having this nucleus of people that will continue to work with us, I hope that you will be suggesting people who really have been able to attend the whole Institute. I don't mean that they should be limited to that, but certainly those who have been here every day have a very solid understanding of what has gone on because you have seen everything unfold.

PRIORITY ACTION ITEMS IDENTIFIED

Ethel Crockett

This morning I thought really the expectations that I set forth on Monday are showing. I think we are going to achieve our expectations. Remember I said that the "pie in the sky", the great ideal, was to come up with the full plan for legislation during this week. What I really want to see us do is develop a constituency for legislation and get the nucleus of a task force that would continue working toward this legislation. I am convinced that we have go to work fast and very continuously. I don't see us sitting on our hands now until next October. We've really got to move it.

From the feeling you have all had, and what is coming out of our review of the PMM report, I think you will probably agree with me that it's Californians who have got to make the California plan. I think we are going to make it before very long, and also we are going to come up with that ideal of having a plan which is the best for improving state service, having the optimum service we can deliver at minimum cost, but maintaining library standards that the library professionals know are the standards that we should insist upon. I really think we are going to get that.

I wanted to call back to Monday also to a few quotes that Chuck Nelson made that I think we should bear in mind as we go ahead toward legislation.

To quote him directly he said, "We now have solid evidence that Library System activity is experiencing a period of rapid growth." I think that is solid evidence we can take to the Legislature. We also know what the unit costs are of providing these services. We do have documented evidence of unit costs. He also said, "There is a compelling case for increased state support now for interlibrary activity. We are no longer in the position of pleading for help but unable to demonstrate the need. You can now document the services. You can calculate the cost. With confidence, you can now present the bill."

We do have the evidence and we do have the figures that we can use when we are attempting to persuade our legislators that we need more funding. I think back to Senate Bill 1251, where we picked the figure of $0.50 per capita and it just didn't sell in the Governor's office. Even though that bill passed both houses with only one dissenting vote, when the Governor vetoed the bill not a single legislator thought it stood a chance of override. I'm sure that they were feeling that we did not have the evidence that we needed to support what we were asking for.

I am going to ask you if you will be good enough to once more break up into groups to consider a few questions. As I said Monday, I would like to have some feeling, not just feeling, but some concrete evidence of points of agreement upon which we can build. This time, I would like to see the groups divide according to their special interests, and then we will come back to have each group leader speak to the questions from the point of view of the special interests.

I have had, from two or three of you, suggestions for task force membership. I would like you to talk this over from a group point of view and get some suggestions from your group as to who should be task force members. Not only names of individuals, but will you please help me know which constituencies. Now, besides that, these are the questions that I think we should consider. What are the steps to be taken to have a bill ready for introduction by January, 1976? What do we have to do to get the bill enacted? The last question and a very critical one is, how do we reconcile differences so we present a united front to the Legislature?

Those are the questions, and we have about an hour and 10 minutes, that is not very long, to work on those questions. Then at 11:00 we will come back together in the session called, "The Steps Ahead, Post-Institute Plans." That is the dialogue between you and me, and I would like the group leaders to take a running start on those when it is time to talk. I'd like the group leaders to be heard. That will give the leaders and members of other groups an opportunity to come back with a different approach or another suggestion.

I will repeat the questions. The first question is the task force, the makeup of it in terms of what special groups, what interest groups, should be represented, and also the names of individuals who you think should be represented. You all know that there are a number of people whom we would like to have had here at this Institute who for one reason or another couldn't come. Some of them simply couldn't come at the last moment. They had reservations and all, but something came up. Then there were others who were equally desirable as members of the Institute whose area or interest was so well represented already that we just couldn't have any more of that particular kind or that geographic representation. So there were some really fine people who simply didn't get invited because of the difficulties we were encountering in getting a geographic representation, the population representation and kind of libraries.

I don't have a number for the task force. It may be that one group will think of more than others. I would imagine that the total task force would be fairly limited in number. We have to have a workable group. I would say probably the whole task force wouldn't be over 15 to 18 members.

Select your suggested membership from anybody, not just your own group, or not just the people who are here. Think about good people in California who should be considered for such a task force. I'm sure some names will appear more than once. Also there may be some of you who want to volunteer yourself, and I think that is a perfectly legitimate thing to do.

Another question, what are the steps to be taken to have a bill ready for introduction by January, 1976? And the third, what do we have to do to get the bill enacted? and fourth, how do we reconcile differences so we present a united front to the Legislature? I'm sure you heard Richard Brandsma saying that was necessary yesterday.

Bill Emerson

May we assume that CLASS will have been formed by January, 1976?

Ethel Crockett

Well, you can assume that that is our goal. We really want to get it done and signed and a legal entity by January, 1976.

Bill Emerson

I presume that it is not possible to get funding under whatever we propose in the Governor's budget that will be presented in December?

Ethel Crockett

I doubt that we can, Bill, but as a matter of fact on that question, I talked to various people. John Mockler, who couldn't be here yesterday, had suggested to me some time ago that if we couldn't get a budget item in that we should go for legislation. He seemed to feel that that was a possibility, so that the day wouldn't be lost if we didn't get it in the budget by December.

Are there any questions? I appreciate your indulgence, because I know we are all working hard and are kind of tired by now, but one last umphf! At 10:30 we will have coffee and then we will gather together in plenary session again.

THE STEPS AHEAD, POST-INSTITUTE PLANS
Plenary Session

Ethel Crockett

I would like to address the questions, and if the group leaders want to take the responsibility for first response then others tell what they want to say, probably based on what they hear. With the number of days of getting to know each other that we have behind us now, I dare say that most of you will feel willing and able to speak up. The two mikes on the side are live and as I have asked you before I would very much appreciate your talking to the mike so that we can record the statements. We have two recorders here who have been writing all week, Virginia Hughes and Natalie Smith from the State Library, but I'd like to have the record in case we have made any errors in our record keeping during the week.

I would like to take the questions in order and discuss each question, rather than having each leader discuss all four questions. That way we can keep our thoughts together on a single area of discussion. The first question is the make-up and the suggested members. The suggested members' names I don't think are quite so important for our deliberations, I hate to hear people deliberated, but the suggested groups and those who should be represented I would like to hear from you.

Jim Riddles, you are sitting right up here. Why don't you start with academic libraries?

Jim Riddles

Our group decided that it would be important to have representation from the University of California system, the California State University and Colleges system, AICCU, the independent California colleges and universities, the junior colleges as a separate group, and the library schools.

Clarence Walters

We did this in kind of two ways, Ethel. We started out with a discussion of the process of selecting the members of the task force. There was general agreement in the group that it would be good to have the selected constituent organizations select the members themselves, with possibly some qualifying statement that the membership come from the people who attended this Institute. I can read off the list that we have: the California State Library, obviously; the Friends of the California Libraries; CLA; the Systems Council, and there was a feeling that there ought to be two representatives from the Systems Council; the League of California Cities; the California Supervisors Association; the League of Women Voters; school libraries represented by CASL; the college and universities divided into three separate organizations, state universities, the university system, and private colleges and also community college representation; special libraries should be represented; CSL should be represented; CIL; CLEA; and trustees; and also we added KLA and a statewide PTA group.

In talking about this, we also decided to throw in names in case our suggestion of the constituent organizations selecting their own membership was not acceptable, and we put in names of people both here and not here. We also thought that there should be a representative from a non-System member library.

Barbara Anderson

Also from public libraries. Our first consideration is whatever the task force should represent as many areas and concerns of libraries as possible. So we dealt first of all with these areas of concern and we felt as though they included System members; lay people, whom we interpreted as Friends, government officials and whatever; non-System members; academic libraries divided in several ways; special libraries; public libraries that represented a district, a single jurisdiction, and also multi-jurisdictional libraries. There should also be a north-south geographical division, and also representation from small public libraries. We felt as though there should be representatives also from CLA and from the field of library education. We came up with about 18 different categories of areas that we felt should be concerned. We came up also with about 20 some odd people, so we have a ranking of people according to some of these categories.

Curtis May

We were an amalgamation. We had schools, we had college education, we had public libraries represented in our five people. Our recommendation did not go into the names of specific individuals, but we were talking more about who should be on it from the point of view of what they would be doing. Since we feel that one of the most important things that the members of the task force will be doing is working with organizations and with people in those organizations to get the word out, it should be people who can and will be able to have access to the professional journals and to the meetings of the organization to get things on the agenda.

We have two organizations in the school library field, California Association of School Librarians and the California Association for Educational Media and Technology, which we feel should be represented, perhaps by one person combined. We also don't want you to forget the children's librarians. We feel that one person would have a hard time representing both. I won't go through the list of all the organizations that every other group has gone through, because we agreed with it, but we did have another suggestion. If two legislators can be selected, hopefully one from each house and one from each party who are going to carry the legislation, we feel it would be a most helpful thing if they were members of the task force, right from the very beginning. It wouldn't hurt if some member of the Legislative Analyst's office got on it also.

Ethel Crockett

I didn't think of it really in terms of having legislators as members. Of course, if we could get them to work with us it would be marvelous. Maybe some of you will have some ideas for legislators who would be interested in our library structure and funding.

We must have another. Who else is representing a library group? Ron Saladino? You are representing the non-librarians.

Ron Saladino

Yes, the preference is for the term "non-librarian", rather than "lay people". The group strongly recommends that the task force be established consisting of a substantial representation from the non-librarian people, one third or more, and mainly because of the support, the type of support we are going to need in getting any legislation enacted, or the support of a budgetary process, probably taking the concept that we had from the planner from Los Angeles. We have to develop that broad base. So we are hoping that we will have one third or more represented on this task force.

Nadine Greenup

This was the people with Systems, coordinators and others. The first parallels what has been named already: representation from multi-jurisdictional Systems; single library Systems; independent public libraries; intertype library networks; public and private academic libraries; community colleges; school libraries; special libraries. The group felt there should be representation from BARC and SCAN, possibly as one. Representation from CLASS, even though there might be overlap of formal representation;

CIL; Government Relations Committee; and a planning-type professional. We did, as the non-library group, feel that a strong percentage of citizenship representation should be included. Perhaps a newspaper representative, at least at some place along the line; someone from the *Sacramento Bee*, perhaps.

There was a strong feeling in the group that the citizen representation at this Institute should be utilized to the fullest extent, and given definite assignments throughout, somehow. We have a great deal of ability here and very broad representation of interest, and it would be very unfortunate not to really utilize this. In addition, geographic and ethnic representation should be given a great deal of consideration. Finally, we should draw as much as possible from the Institute people, (although we feel there are some very fine people who are not here) because of the time it would save to have those who had been involved at this stage.

Edythe Moore

The special library group looked at the task force as a small working group. After the establishment of the task force, then other people would be brought in as sub-units with delegated responsibility. Because we looked at it as a small working group, we felt that special libraries could be represented by one individual on that group, with one exception. We feel that the health sciences, because they have an automated working network, should be represented.

Obviously we want to get as many of these groups involved as possible, but I feel it is up to the profession to take the leadership in defining this legislation. As each idea becomes something that we need to develop further, then we need to bring in outside groups.

Clarence Walters

Personally, I like the idea of possibly having two groups, a small working group where we get the kind of representation we are talking about here, and then maybe a larger group that acts in a sense as a sounding board for that group in terms of whatever they come up with. It may be that that is possible.

Gerald Harrington

I don't want to start an argument, but the public doesn't look on itself as a group outside of public libraries. They are the bosses, and you are for the most part the employees. That is why we are here. We do know something about libraries, at least from a user's point of view. I think if you are going to talk about library services in the future, the public should not be excluded in the planning process, because then you are going to come out with something wrong that the public doesn't want.

Morris Polan

It does seem to me that support for the goals we want to get legislatively implemented can be furthered if all of us do something in terms of that White House Conference, because it is intended to bring in the entire public and the unserved public. If we do that we are going to have the basis of support, so that when we go to our legislators we will have made much more of a hoopla than we as an elitist group in this room can hope to achieve on our own. I do hope that by the time the CLA conference comes about that we will have not only an opportunity to discuss it among ourselves but that we will have some community involvement in it as well. I know that CLA is anxious, as the Friends are, to work on it.

Julia Li Wu

I do think this will be a good opportunity to have community involvement, so I agree 100% with the two participants. I think our users, our non-users, our library public, have to be involved in our planning process, because eventually they are the ones who are going to support our bill. We need their support before the legislators. They wouldn't buy a bill which says this is what we, the professional librarians, want. They will go back to their communities and ask their constituencies what they need. Would this benefit them?

Jim Buckley

Maybe I could just briefly summarize what the ad hoc committee on the legislative network has been doing. We have been meeting approximately a year, examining the ALA recommendation of a library network, and applying that to the needs of the state. The group is as broadly representative as has been discussed and suggested for the task force. We have had representatives from the constitutent bodies of CLA, along with library users and the various types of libraries. The draft has been composed and sent to the various groups of associations that we hope will participate and sponsor this. I have asked for response by August 15, in preparation of presenting it to the CLA council. The program actually stresses two things which we have discussed here, I think, and that is unification of attempts to get library legislation, and agreement on what we want, not segmenting off to our own special interests. Also, the personal contact that is necessary with legislators. If any of you wanted a copy of this draft, I would be very glad to send it to you. It seems like we are just about timing it perfectly. If it is accepted by the CLA Council and by the other groups, I think we could put it in effect perhaps to coordinate efforts to get this legislation passed.

Wallace Hall

Is is appropriate at this time to go back to the discussion of the role of the task force? It seems to me that have a problem of logistics which has been presented in the different reports made today, and I think both ideas merit a great deal of thought and consideration. One was the idea of Edythe Moore's, I believe, calling for a small task force which would in a certain sense I suppose be a shirtsleeve task force working for us who would get around the table and who would write, at least put something down to which people could react. The other was the more broadly-based concept included in Clarence's. Both are excellent, but from a standpoint of logistics I am wondering if we can't sort of compromise here and perhaps have the so-called shirtsleeve working group put something together rather quickly, based upon PMM and the discussions here at this meeting and other inputs that would come. Then have what you might call an advisory committee, which would be much more broadly based, which could react to this rough, working draft. Their input would be very valuable and very helpful and should assist the shirtsleeve group in the modification, if necessary, of the report. Then it could be presented as a more broadly based concept to the field, both the professional field and the public sector.

Clarence Walters

We do need a great deal of user and citizen participation and I think the Governor's Conference and the White House Conference would be good, but I have a feeling that we are now being faced with two timing factors. I think we are going to have to reach some decisions of timing and it affects the second question in terms of, what do we do now in getting legislation introduced and supported? If we are going to consider the possibility of a broadly-based citizen conference, then we are going to have to take another look at the timing.

Barbara Anderson

Because the questions were interrelated, we talked about several things at once. Our concept of the task force, although it was broadly based, was further defined by your second question, how do we go about accomplishing this? We focused our idea on the task force being broader-based but also having subsections that would be responsible for specific items as far as the development of the bill, for public contact, for the actual writing. This would perhaps be a compromise between the two ideas which have been presented.

Edythe Moore

We just visualized a small group, then expanding; another is saying a large group that then divides itself. We are talking about one and the same thing. Certainly there is no one who thinks more of the user's input than special librarians do, so I wouldn't want you to get the wrong idea. We visualized

something put together in the form of a draft which could then bring in all of the constituent groups for communication, discussion, and feedback. Then it comes back again to the working table and the small group massages it and sends out something else.

Harry Rowe

I think it would be unfortunate if we were to postpone or delay the appointment of a task force and move in a direction based upon what has come out of this particular Institute. There is considerable feeling, a great deal of enthusiasm, and even if the end-product ends up being delayed, because it would appear that it might be better to hold it off, I think it is important that the upswing, the feeling that has been generated here be utilized and carried on. I would be concerned that any delay in that respect came about.

Ron Saladino

One of the ideas that was brought up in the group was that immediately we must start with an informed letter campaign directed to the Governor pointing out the need for the financial support of Library Systems, and requesting the support of the State Librarian and your budgetary input in correcting imbalances. We would be using the PMM as a planning tool in that sense, but that would be one of the type of activities that this task force could initiate and get started. There were other things too, besides assisting and supporting the library and the budgetary process, the preparation of legislation, whether it be for amendment of the current Public Library Services Act or the development of new legislation. I myself see this task force having ad hoc committees with specific responsibilities.

Ransom Wood

I concur with what Harry Rowe said, and I hope that whatever comes out of this we will be able to utilize the start that we have and the enthusiasm. I think you would be ill-advised, though, to try to draft legislation for presenting in the time frame in which you have selected. As one who has been through this twice with the Legislature, and has come out bloodied and bowed both times, and who is planning to do it again, I think we have learned a lesson.

Yesterday when Mr. Brandsma was here I thought that it was a little bit unfortunate that he wasn't speaking on the first day, because the gospel according to the Legislative Analyst is absolutely true and I think it fell on a lot of ears that weren't really attuned to what he was saying. There has got to be a tremendous public relations program to get this through, tremendous, and it has got to start and run parallel with your plan, lest we find ourselves presenting a bill that will be dead from the very beginning. The task force itself is going to require a tremendous organization, somebody to get it going and to keep it going.

You have got to have hard facts and figures. This is the name of the game. If we don't, the people who are going to be competing for the same dollars are going to beat us to the punch. I think it would be unfortunate for us to seek a legislator who will agree to sponsor this, only to have it fail. Because if it fails, we have had it. You just don't pick up your marbles and go home and say well, we'll come back tomorrow, not in this rough, tough game today. I think that Mr. Brandsma has told us really what we have to do. We have got to lay the groundwork, and we can't do it in a very short period of time.

We were having hearings this year before the Legislature. As you may recall, the Legislative Analyst proposed quite a few cuts to the Governor's budget, including some $2.5 million in library funds for the CSUC system. The Governor wrote the Department of Finance and said please tell the Legislature that I will support every one of their cuts, I will veto every one of their increases, except for libraries. I think we have, at least in the Governor this year, a stand for support.

One other thing I would like to point out. In the legislative process there are two ways to get a new program through. One is through the Governor's budget process. If it goes to the Governor's budget you have got to sell the analyst there, of course. Then it goes to the Legislature, and the Legislature will approve it or disapprove it. Another way is through new legislation, and we have this happen in the CSUC system all the time, as do other agencies. If the Governor has not included it in his budget to begin with, most likely he is going to blue pencil it. If the Legislature has put it in and the Governor blue pencils it, most likely it will not be overridden, because as we all know there are many bills that are introduced on behalf of constituents for the purpose of serving the constituents, with no intention of even trying to have a veto overridden.

There are a lot of lessons in the past that we ought to take advantage of, and I would support the proposals to get started right away on plans, but to do it right and plan for legislation next year or the year after. I think that is the only way that we are going to be able to make any changes.

Ethel Crockett

I might say here that the budget itself requires one to get the ear of the legislators, just as a bill does. If you don't think your budget is right and you want to argue the point after the Governor's budget comes out in the end of December, you still have legislators to talk to.

Jim Riddles

One of the preliminary steps before we even set up the task force, as our group sees it, is to present a document showing the consensus of this Institute. This Institute consensus document should be distributed to the members so it can be verified that this is in fact what this Institute has decided that we want in the way of a state plan. From there, the task force would have the responsibility for implementing through the legislative process or other budgetary processes what this Institute has in fact decided is the best way to go. I think the State Librarian's office has a responsibility for drawing together what has happened here in a document that can be distributed not only to us but to the prospective task force members. Then when the task force comes together, it will have something that we can move on.

Ethel Crockett

That is absolutely true. the most important thing I want to elicit from you is any consensus we can reach. I have been careful to say that I would like to have agreement, and identify the areas where we do have agreement, because if we know where it is we can work from those points on.

Clarence Walters

I think really we are talking about number 2 now. Maybe it would be good to point out some of the time constraints that we see. There is obviously a question of time that is going to need to be resolved, and maybe I can just go through the list of things that our group thought should be done and then try to get those into the frame that they need to be done in if something was going to happen in 1976.

Number 1, the group thought that a task force should be appointed by at least July 15, and no later than August 1. Number 2, as Riddles just mentioned, that group should have available at that time the findings, proceedings, whatever documents come out of this Institute, as well as those items being distributed to the constituent organizations who would be represented on the task force and any other dissemination that might be made broadly throughout the state. Number 3, there should be a progress report made to the Systems Council meeting, September 18 and 19, and a broad legislative draft outline ready by November 1 so that it could be sent to the participating agencies and discussed at the CLA conference in December, where hopefully there would be a possibility of getting a vote supporting and adopting legislation. We are talking about a very tight time frame here.

Ethel Crockett

I am really concerned about the Systems and their survival. While I have to agree with Randy Wood that to lengthen the time frame for legislation is certainly a very responsible outlook and absolutely true, I worry about the Systems.

Nadine Greenup

Our group had much the same suggestion, except that we suggested a synthesis of what took place here if it is not possible to get the proceedings out quickly. We felt that if you want to present this first to the Institute representatives for approval, fine, but that eventually it, along with the names and addresses of every member of the task force, should be disseminated to every library in the state. We felt this was essential for continuing input to the representatives on the task force. We concurred right down the line with the periodic reports through *FSLD* and Association publications, Friends Newsletter, etc., a report at the Systems Council, a scheduled meeting at CLA, and if possible to coordinate planning as was suggested with Department of Education. If it only amounted to trade-off on support in something, to bring them in was suggested.

Pat Gazin

I have held my peace as long as I can. I think it is relevant for me to point out to this group that I have served two terms on the city council. I have also worked as a newspaper writer and a publicist. The one thing I would like to point out to this group is the importance of public opinion and instant action. I think the most important, relevant thing this group can do today is to instantly deluge the Governor with letters.

Barbara Anderson

One of our main concerns was that as many libraries know about this as possible. Even though we were a representative group here, we are not the total library experience in California and in order for anything to become law it has to have the total understanding and support. Part of our recommendations had to do with the setting up of regional meetings, either north and south or whatever, so that more people could be involved and it could be explained. We felt it was very necessary also to work through CLA council and the systems meetings too to make the presentation of whatever is going to be presented as part of the CLA conference, so again you could get as broad a feedback as possible. Perhaps there will never be total agreement, but at least people will be involved.

Ethel Crockett

We are talking about structure and the need for really developing a base. What is your feeling about time? How many of you feel that we should tie new legislation in California to the White House conference? How many of you feel that we should postpone the development of legislation?

Ron Saladino

Relative to legislation, first let's work on supporting you in the budget so that we can meet the financial needs of the Systems right now. The second item of priority in the task force was to prepare legislation, whether it be amending the current or establishing the new policy. But first of all was the budget. It is immediate. This was the impetus behind a strong letter-writing campaign to the Governor in support of the State Librarian. From this standpoint that we are attending the Institute here, we do see a need. It is more from the public view rather than from the library professional view that we really need this support going into the Governor's office.

Bruce Bajema

I don't know that it is possible to get something more in the budget before you have the legislation. That seems to me putting the cart before the horse, somehow. It is very hard to tell them we need this much money and not tell them what you are going to use it for. I don't think they will buy it. I do think we have to proceed with all deliberate haste or speed. It has got to be well thought out, but we do have to move and the impetus that is started

here has got to be kept going. I would hate to see us aim for a January deadline and get something there that is not supported widely enough that we die at the post. I'd rather see us, if we have to, maybe even wait a whole year beyond that, if it is totally necessary to develop the backing that we need. It has got to be a statewide effort to do it, if we are going to make it successful.

Morris Polan

Lest anyone thought that I was advocating delay until the flowering of the White House Conference, that was not my intent. My intent was that the White House Conference and the Governor's Conference which would proceed it, that we should do everything we can to bring that Conference about, sooner rather than later, so that we could use it for our purposes, which should begin right after this conference, like this afternoon.

Clarence Walters

I think what we do is we start with, as Bruce says, all deliberate speed. We move ahead, do what we can do, but then we assess as we go along where we stand. I along with other people don't want us to go into the Legislature in January with something that we are not absolutely certain is going to be received with at least a view that we put full thought to it. So we move ahead as rapidly as we can, and then assess as we go along where we stand.

Gerald Harrington

I don't want you to misunderstand how the Friends feel. I have heard here at the conference that if the Systems as presently constituted don't get more money than the million dollars in the budget that is given this year, they are going to collapse. The second point is that we want to change what the Systems are doing. They are not the same thing.

If I'm mistaken and the Systems don't need money, then we don't have that problem. If they do need money we have to address that problem separate from any new programs that we want to institute, and we are talking about the budgetary process. Ethel has to submit her budget to her boss, that is who she is submitting it to, remember, in October. This is the point where we have got to sell the people in the Governor's office that the Systems as presently constituted are valuable, they are getting something for their money, and number two, that they need more than the million dollars to go along at the present level. At that point, if we are successful, then that money will be put into the budget by the Governor and we have much less of a problem to take care of the area of Systems as they are now.

If we don't all agree on what the new Systems should be, that is why we are having the second part of the task force. That is the area where the time frame is a little different. That was the point of the Friends, that we would not necessarily like to mix up the two things. We may fail in the legislation to institute new kinds of Systems, but that has nothing to do with keeping the present Systems in place.

Nadine Greenup

You were asked to develop a new formula and at one time given postponement, as I recall, since the PMM study was underway. Are you to come forth with a formula by a certain timetable now?

Ethel Crockett

We do have some figures in the study that we could present showing the need. I feel stronger about going for more than $1 million. That is not a change in the formula, but it would be perhaps a request for more funds which could be substantiated. The change in the formula, I should think, would come about with a change in structure. Unless we change the structure, I can't see a way to change the formula right now. Is there any feeling here among you that we should postpone new legislation? Do we have any feeling that we would like to postpone the development of any new structure for legislation a year later? Jerry Harrington has suggested this two-pronged approach, one for funding for System survival, which of course I can't guarantee, and then wait until another year for structure.

Dorothy Laben

I think that since Jerry Harrington has made it clear that there are two points that we are trying to make, it would be too bad to spread ourselves too thin. Since the budget part of this comes earliest, our group would be in favor of concentrating on that. Then if we were able, do some of these other things quickly and well. It could be that the publicity that would go along with the emphasis on support of the budget would carry over and give some of this grass roots publicity that we need to support anything else that we do.

Wallace Hall

We do have a two-pronged problem before us. One is to get immediate funding, augmented funding, if you want to call it that, for the support of the Systems. We are talking now about the fiscal year 1976–77. That is the year for which you are now working on your budget, and I think that our first concern could well be to see what could be done, using the figures in the PMM report, to get consideration for additional funds in your Systems budget for that year, 1976–77. I would also want us not to lose sight of the question which I asked Mr. Brandsma yesterday, namely, when is the deadline for the action of the Legislature on bills originating in a particular house, particularly if we wanted that bill to become effective in January, 1977? We are talking now about the Legislature which is going to convene in December of this year and go on through 1976.

I still think that we ought to aim toward the introduction of new structural legislation into the Legislature sometime in January or February of next year, in ample time so that it could at least get through the house of origin by July 15. Then it could be considered by the other house during the summer and the late fall months, and so it would perhaps then become effective in January, 1977. If it is enacted then you have got the basis upon which you can go to the Finance Department a year hence in the planning of your budget for 1976–77.

I was reading yesterday that one of the things that was the compromise effected in order to get the requisite support for the budget was that there would not be any additional funding for programs which had not been approved by the Legislature in advance. In other words, the program would have been as first established by the Legislature, which would be our legislation, and then funding would come after that. That was one of the conditions of the compromise. I think we need to keep that in mind, and we ought to then work toward the introduction of legislation in January or February of next year. I think there is ample time to secure the necessary reactions from the field with that time schedule.

Ethel Crockett

Thank you. Of course, we can always put in an amendment, too. You can always amend something.

Wallace Hall

You can always amend. That is 90% of the legislative process, really, amending, so you can always amend if there need to be compromises effected throughout the legislative procedure. But I think if we are going to hold back with the idea that we can't make a certain deadline, we are not going to ever get the thing done.

Shirley Stearns

It was important in our committee that we focus so much attention upon getting the Governor's interest in the need for libraries, so that in these difficult times there wouldn't be any suggestion to the State Librarian that you might have a need to cut your budget. We don't want to have to worry about that too, and it is always possible that somebody will say, let's have a 10% cut out of your office. We want to be sure that you get as much as you can, but we don't want to lose anything, either.

Curtis May

We are talking here about something called dynamics, and it is pretty hard to predict what is going to happen in the future. One thing we do know is that it is rather difficult to keep up enthusiasm year after year after year.

Sometimes you just have to go. On the other hand, we also know that politically you don't go into the Legislature and fail and come back again. One of the jobs of this task force would be to say, okay, we haven't quite made it folks. We are going to have to delay, but we are not delaying because of the budget. We get the budget every year. That excuse could be used forever, and we are always in trouble, and I guess always will be. I think we have to get started. We have to go as if we were going to go all the way.

Now we may find by December we haven't got consensus among librarians, that this is the way we want to go, whatever plan it is. We haven't got consensus among the Friends. We may not have reached enough people. We may not have found that whatever the plan means enough at the gut level to all the people that we are talking to that they are going to say, what the hell. At that point we may stop and say, let's wait a year. But maybe we can go, and we ought to fight as if we were going to go.

Harry Rowe

I am quite concerned. I have heard several people say that if you fail you never can come back again. This bothers me because not too many years ago we failed a number of times and we revised and we changed and fought until we got what we wanted. Maybe it wasn't exactly what we wanted but it was close to what we wanted. I think it is important to us. Can you come back again if you do a good job and you still lose because of mitigating circumstances? Does that mean that the door is closed forever? That worries me.

Ransom Wood

You can reintroduce, of course. This is done all the time, both at the federal as well as all the other levels. But I think the chances of coming forth with your best program the first time are the best. I'd like to make two other comments, first in support of the suggestion to write to the Governor. I think you are better advised to have your users, the public, rather than the librarians write to the Governor, because he is going to see this as a vested interest and immediately is going to reject it.

The other thing is that it is probably not well known, but I suspect the Governor knows right now how much he is going to approve next year in 1976–77. We have already started two months ago on the preparation of our budget for 1976–77, and I think perhaps our chancellor and a few of the top people in our office, I am not one of them, but the top people know a precise dollar amount that will be approved by the Governor's budget. Even if we get legislation by next year, perhaps it could be worded that it would go into effect a year and a half later.

Clarence Walters

One of the things we have been talking about is whether we have something to present to the Legislature. We have actually sat still really for two years now. We have had very low visibility in the Legislature. One of the reasons that we have not taken any greater stand is that we were waiting for the PMM study to be completed. We were waiting to have figures, data, that we could take in to support whatever we were going to request. I think there is a lot of disagreement about the PMM study. The one thing I don't think there is disagreement on is that there are some data there that will be useful in going to the Legislature. I would like to support any number of people here who have indicated that what we should be doing is proceeding ahead with all deliberate speed on new legislation, but also going in in the meantime and requesting augmentation to the PLSA as it stands, in case we are not able to put that legislation together, and doing it with the understanding that we have some data that shows that Systems have been supported by funds other than the state, namely local and federal. We have got that data now and there is no reason that we should not be going into the Legislature and making a request.

Ethel Crockett

Thank you, Clarence. Lamont Studevan? Lamont Studevan is the State Library's budget analyst from the Department of Finance.

Lamont Studevan

I'd just like to assure all of you that the 1976–77 budget is not and has not been determined yet.

David Sabsay

The legislative process it is an educational process for the Legislature. We have a lot of friends still there. Some of them are senior members who probably won't run for re-election after 1976. We also have a lot of new members of both houses of the Legislature who have not heard much about libraries. While I don't think we should embark upon a new program with the idea that we won't carry it, if we do embark upon it and don't carry it we still will have educated a lot of new people in Sacramento to the needs, the concepts, and reminded our old friends that we are still alive and kicking.

Gil McNamee

I really do think that we should get in there and keep on trying. This thing about not being able to go back: we can go back! I'm reminded of Alma Jacobs and her striving to get her new library in Montana. She didn't give up the first time either, she told us the other night. She kept right on in there.

Ethel Crockett

Yes, Alma Jacobs, that was inspirational. She stayed in Great Falls for 19 years to make sure she got the new building. That was very good.

I would like to be sure that we get on to a couple of more points here, in what do we want to do. Do we want to hold up on legislation? Do we want to start with the hope that we can introduce it in January, but carrying the parallel plan along of asking for a better funding for Systems based on the figures in the PMM report?

Carol Moss

The whole Institute has been a 10-year plan for library service. Didn't I see that in the printed material as a suggestion for our being here? We should think of that in terms of a legislative plan also, you know, build a framework of planning for legislation in the long range. The immediacy of this Institute and all that it has generated I believe we should keep, but at the same time we should allow room for failure. Instead of putting all of our eggs in one basket as we often have and then kind of give up, I don't think we should do that because from this we have probably more consensus than we have ever had in terms of intertypes of libraries working together, and the strong expression of citizen participation in action. I'm really very optimistic and I think that we do have to think in the long range with our legislative planning as well.

Jim Riddles

The academic librarians certainly indicated that they would prefer having a deadline of early January for introducing legislation that would implement what you have decided here at this Institute. If, however, the task force in its deliberations find that we have not indeed reached a clear consensus, we may have to do more planning before we can actually write a piece of legislation that will garner the entire profession's support, as well as the constituents of our profession, the library users.

I would like to add a personal note that I think Jerry Brown personally would be sympathetic to any type of library cooperative funding which would show that we are going to actually improve the level of library service without just building a bureaucracy on the top of the library system that would mean new salaries for planners instead of implementers. I believe that we have invested already so much money and so much time in library resources and library cooperation that we must now consolidate this investment in a comprehensive plan not only for cooperative library service in California, but regionally, nationally as well, and I really expect that we are going to get more sympathy from the Legislature and the Governor than maybe any of us would suspect.

Ethel Crockett

Let me throw this out to you, and get a response. Could we consider setting up our task force which would have the mission of designing legislation, but with a backup requirement of budget augmentation only, based on the study data? Do people agree that that is the way we should go? [Audience agreement.] So we really should try to start with a task force that is going to go toward legislation, and if we find that it would be politic not to introduce it as soon as we wish then we will go for an augmentation? Do I hear you saying, then, that we should have the task force attempting legislation but with the backup, in case we should go for the augmentation only?

Wallace Hall

For the purpose of clarifying your question, if I understood correctly the consensus is that we go for an augmentation anyway. It's not an either/or for the 1976–77 budget. Then, at the same time, we are working on legislation for introduction in 1977. It is not really an either/or, it is a two-pronged thing.

Ethel Crockett

What we might do, you are saying, is go for an augmentation of the budget as we are designing new legislation. If the new legislation goes through, we don't have to augment because the legislation takes care of it?

Wallace Hall

Yes, you do. That was the confusion I think that was developed. I wanted to make it clear that we are going for augmentation of the 1976–77 budget right now, when you begin to meet with Finance in the next two months, and you are going to base your request for augmentation on the data that is in the PMM report. That is the first thing.

The second thing, and it comes along simultaneously, is the appointment of a task force which immediately gets to work in the development of the necessary legislation for a new plan, whatever it may be, with a time schedule that hopefully it would clear all the groups involved and be ready for introduction into the Legislature sometime in January or February of 1976. If it is enacted then you do have the basis upon which you can go with the Finance Department for the 1977–78 budget, a year from now.

Ethel Crockett

Is that what everybody understands? [Audience agreement.] Yes. That sounds very good, that sounds very good indeed.

I don't know how many more closing words I'm going to close with. That is why I started with the closing at 9:00 this morning, but right now I'm going to turn this meeting over to David Taylor because I have already infringed on his time, but I think it was really worth it.

EVALUATION OF THE LIBRARY PLANNING INSTITUTE

David Taylor

Since I am almost as excited as you are about the events of the last few minutes, I'm embarrassed to absolutely have to interrupt you. The federal government requires that an evaluation report be written of this Institute, and since I have been a participant and have a not-unbiased view of the events that have occurred it is important that I be able to produce some objective information. Right now they are passing out an evaluation questionnaire which I would like you to fill in. I would rather not answer any questions that you may have about it. It is an attempt to tap in a very subjective way how you feel about the events that have occurred, and were I to make any statements or clarifications I might disturb an accurate, subjective evaluation of your part. That is really all I need to say. Thank you very much.

Ethel Crockett

All week long we have talked about California's plan and what we are going to do about it, and I feel very good about what we've decided upon in a rather short time. We haven't made all the decisions but I feel very good about the direction that we have been taking, and I certainly am thankful to all of you for this. Now, I think it is really appropriate that after we have been zeroing in on ourselves so closely that we get a view from someone who can step aside and step apart and over the state boundary and out of California. That is why we asked Jean Connor to talk about her viewpoint and what steps she sees that lie ahead. Jean Connor, I'm really glad you are here to end us.

Jean Connor

I've been given a real privilege, I think, to be the last speaker and also a responsibility. I've thought a great deal about what it might be appropriate that I say at this last luncheon and what might prove fruitful, and I've made a number of false starts. There have been about three different speeches that I might have made.

The first false start was under the general heading of, Some ideas: don't forget in your plan. I was going to have things like, don't forget to specifically consider access for those in institutions, the handicapped, the aged, those in prisons and in hospitals. You are their voice in the planning. Then I would have another, don't forget to build into your program a way in which there is continuous monitoring of performance to provide the data you need for the next advance. I dropped this speech because you have all got your own little lists of don't forget, and anyway by now you have put away your notebooks.

So then I made another start and I thought I would make a speech of ideas grouped under, It would be good if. I seriously addressed this subject and I thought I can make a recommendation on structure and finance myself. I would say, it would be good if your funding formula included as a major factor, if not a sole factor, at least there would be some factor in here based on demand and use, but then you voted that yourself. I thought I might be candid and say it would be good if your final plan avoided some of the complexity of our New York State plan. I don't think you need to replicate us. We have almost too many systems and we are trying to mesh together for legislative funding our reference and research systems and our public library systems. Then I thought, well a speech of pronouncements like this of what I would recommend wasn't called for either, because there is expertise here and in the end it is you who must decide what is right for California.

I made a third start, and I think it also was a false start. I thought well, it could be very simple. It could be the things that I would congratulate you about. I would say that I have come this week to respect the group, and I congratulate you on how far you have come, a long way closer to your goal of developing a plan for library service, a long way closer in developing a process for the development of a sound legislative proposal and a clear idea of the timetable for its development.

"There is a people network that must undergird the legally structured network."

Well, I scrapped all four starts and I decided I neither wished to exhort you nor simply to pat you on the back, but that there really was something a little closer to my heart. I wanted you to think in these last moments together about a different kind of building on strength, and it is simply building on the strength of people. I would say treasure these friendships that you have developed here this week. We are thankful for this opportunity that the Institute has provided for good professional talk. Seize every

opportunity to deepen this knowledge of one another, your institutions, and one another's programs, because I believe that there is a people network which usually precedes and indeed must undergird the legally structured network. That is what you are building here first, the people network.

In the National Commission report they put it this way, and I agree. "The human resources required to plan, develop, and operate the nation's libraries and information centers are the most important elements." I think my reflections along this line really stemmed from that wonderful, excellent evening optional session that we had in which Clara Jones and Alma Jacobs spoke to us. It made me realize again how things happen, not just because of careful planning, though that is needed, or documentation, and that is needed, but because of the strength of certain persons. It has been said that behind all history there is a personal element, and I believe it. Back of all major changes in library development have been persons of vision and good will who have helped to foster a climate of trust and understanding, where good things can happen and did.

We must seek to deepen in one another the qualities I perceived in those two narratives that night. We need, don't we, the conviction and courage of Clara Jones, who faces what seems at times like a dying city and finds something important to do, and goes about finding ways to do it with both strength and gentleness. We need the perseverance and good humor of Alma Jacobs, who has never given up. We need as planners the ability to be able to tolerate some ambiguity, going on and recognizing as Galsworthy has said, "The beginnings and endings of all human undertakings are untidy, the building of a house, the writing of a novel, and the finish of a voyage."

"The beginnings and endings of all human undertakings are untidy."

In developing this human network and going through these untidy, difficult periods of planning, I think you will find that what sustains you is first your own conviction of the value of the task, that good libraries are worth working for, and secondly, we as librarians will find our faith in the task reinforced by interaction with trustees, Friends, and users who keep replenishing our faith with their own lay testimony of the value of good library service. This human network draws its greatest strength from our users, and so I think in the end we will say with Lewis Carroll, "He was part of my dream, of course, but then I was part of his dream."

My speech then, has a simple message. Go from here to strengthen the human network which must undergird your plan and statewide program. Do not underestimate the contribution that each of you can make, and may you have joy and success in your undertaking.

Ethel Crockett

Thank you, Jean Connor. I knew we asked the right person to speak the last. Very, very good words.

I don't know really how to thank everyone, but I do want to thank all of those who helped us so much and will continue to help: this resource body that has worked with us for so long, Jean and Brooke Sheldon, Alma Jacobs, Clara Jones, Sol Spector and David Taylor, plus all the State Library staff. Carmela Ruby, without you, the puppet on the string couldn't have moved so fast all week. I certainly want to thank you, and also Ann Kirkland who has been such a solid backup during this week. All of these people have helped make the Institute and developed it, but of course all of you participants really made the Institute go. I hope you feel as good about it as I do, and I hope after we put a night's sleep or so behind us we will still feel just as good. I think we will.

We have got our task laid out and Jean set some marvelous guidelines and some marvelous thoughts for us to keep in mind. Now we will formally end our Institute. Thanks for coming.

INSTITUTE ADJOURNMENT

APPENDIXES

1

RESOURCE PERSONNEL

Richard W. Brandsma, Principal Program Analyst in the Office of the Legislative Analyst (California), has been with the Office for five years, and serves as special assistant to Alan Post, Legislative Analyst. He has addressed library organizations on several occasions. Formerly, he supervised analysis of budgets affecting public education in California.

Genevieve M. Casey has been Consultant to Peat, Marwick, Mitchell & Co. in their study of Public Library Systems in California 1974–5, and is Professor of Library Science at Wayne State University. She is former State Librarian of Michigan, and earlier was Chief of the Extension Department, Detroit Public Library. Her professional interests include continuing education, and service to the aging and institutionalized.

Jean L. Connor, Director of the Extension Division of the New York State Library until 1974, was associated with that agency during the years of major development of public library systems in that state. She is also a member of the American Association of Public Administrators and in 1968 received the Governor's Award for public administration.

Herbert S. Dordick is Associate Director of the Center for Communications Policy Research at the Annenberg School of Communications, University of Southern California. He has been associated in research and teaching with the Research Staff of the RAND Corporation, and was Director of the Office of Telecommunications, New York City.

Calvin S. Hamilton is Director of Planning, City of Los Angeles, and is a member and former Chairman of the Council of Planning, Southern California Association of Governments. He has also served as officer or member of numerous agencies, such as the General Plan Advisory Board and the Civic Center Authority, Los Angeles. He was formerly President of the Planning Section of the League of California Cities, and earlier directed city planning for Pittsburgh and Indianapolis.

Alma S. Jacobs has been Montana State Librarian since 1973 and previously was for many years Director of the Great Falls (Montana) Public Library. She has been active in the American Library Association, and the Pacific Northwest Library Association, and served on the Montana Advisory Committee to the United States Civil Rights Commission.

Clara S. Jones is Director of the Detroit Public Library and has been with that library since 1944. In addition to prominent service within the American Library Association, she is a member of a number of Advisory Boards and Boards of Trustees to national and local agencies and organizations. She is recipient of several awards, has lectured on urban library service and Afro-American literature and was Co-Director of the Institute on Public Library Service to the Black Urban Poor at Wayne State University in 1969.

Charles A. Nelson is a Principal with Peat, Marwick, Mitchell & Co. and has national responsibility for coordinating the firm's consulting practice for libraries. His experience includes the initial study leading to the development of New York's "3 R's" systems, and most recently, he has led the Peat, Marwick & Mitchell team in its study of California's Public Library Systems.

Brooke E. Sheldon is Director of Training and Technical Services in the Alaska State Library. From 1972–74, she was Assistant Director of the Leadership Training Institute (Florida State University) which provided leadership training to HEA Title II B Institute directors and staff, and to other key library and media personnel throughout the country. She held a prior position as Head of the Library Development Division of the New Mexico State Library.

Sol Spector, Professor of Social Work at the California State University at Sacramento, was formerly Director of Community Organization Services for the New York City Housing and Development Administration. He also had experience with the Community Action Program in Nassau County, New York.

David Wilson Taylor has been Graduate Research Associate for Ohio State University since 1972, with its Evaluation Center Program for Statewide Library Planning and Evaluation. He was Associate State Librarian, Planning and Research, in Washington, and earlier was Director of the Washtenaw (Michigan) Area Library System.

Clarence Walters is Director of the Contra Costa County Library System. He has served as a member of the California State Library's Task Force, which, for the past year, has reviewed and advised on the activities of Peat, Marwick, Mitchell & Co. during its study of California's Public Library System.

Melvyrn G. Wingett was appointed Administrative Officer of Fresno County in 1971, after serving Fresno County in other capacities for twelve years. He was formerly a member of the staff of the Los Angeles County Administrative Office.

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Josephine R. Terry
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Sheila F. Thornton
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California State Library

Jacqueline M. Wakefield
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Clarence Walters
County Librarian
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Julia Li Wu
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Los Angeles City Schools District

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Berkeley Public Library

Sumi Yamashita
Administrative Librarian of Reference Services
Oakland Public Library

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LIBRARY PLANNING INSTITUTE SUGGESTIONS

Timetable for Introduction of a Bill

1. Synthesize, prepare document of Library Planning Institute priorities, consensus, directions taken, etc. Disseminate to all interested organizations, participants.
2. Appointment of Task Force, by August 1, which:
   a. drafts broad outline of legislation and budget augmentation (draft Plan) by late September. Progress Report to System Council.
   b. distributes the outline to all participating organizations by November 1 for review and comment.
   c. coordinates planning and legislation activity with Department of Education.
   d. recommends subcommittees to undertake: 1) various aspects of preparing the bill, 2) getting word out to libraries, and 3) developing local support in the form of ombudsmen, speakers.
   e. disseminates outline and schedule of meetings; minutes etc. of Task Force meetings and reports, other material generated through *FSLD*, Friends Newsletter, CLA Newsletter, CASL publication, etc.
   f. schedules a meeting at CLA in December, and any other association meetings, (e.g. SLA throughout) within time period.
   g. commissions white papers (position papers) from constituent groups as resource material.
3. Have other organizations and others hold meetings, congresses, etc., e.g. include networks as well as Systems. Interject this agenda in their meetings.
4. Contact new groups, such as the Media Organization for Resources in Education . . . get input from the Educational Congress.
5. Educate through regional meetings; obtain information through communication, constant feedback from constituents as groups, through working sessions.
6. Mount public relations campaign, using white papers for preparing benefit package; identification of leaders in the community and business and industry who will support the bill; circularize listings of legislators, suggested letter wordings, sample letters, etc.
7. Include *all* libraries and not the current limited public concept, in the Plan and in the planning.
8. Prepare a report for CLA, November 1975, adoption and support. Introduce bill through CLA structure: a. Council; b. CIL/CLA Government Relations Committee.
9. Make a timetable necessary to route bill through legislative channels.
10. Concurrently proceed to organize CLASS.

Getting a Bill Enacted

Find legislators to introduce.

Suggestions

Knox (Richmond)
McCarthy (San Francisco)
Beverly (Redondo Beach)
Mills (Chula Vista)
Deukmejian (Long Beach)

Minority and Majority memberships of both houses

Agree on the bill.

Grass roots activity—need local support; needs wide support and understanding of the bill.

Charge the Task Force with the need to contact and gain support of well established prestigious groups such as League of California Cities, League of Women Voters, AAUW, etc.

Utilize governmental contacts already in operation:

1. CLA/CIL Government Relations Committee
2. Legislative network

Get to Governor Brown—effort must be made to get to Governor Brown if bill drafted in some way to develop cooperative use of all libraries.

Critically need good PR person with professional experience to prepare PR campaign.

To get bill enacted, continue with decided steps to be taken to have the bill ready, with having contacted the proper groups and have the best thinking represented. Don't forget other professional groups (National Council of Teachers of English), interest groups (VFW, Lions, etc.). A PR packet should be prepared for each librarian, what to say to whom, when. Task Force monitor the hearings, etc., with a network set up among Friends to bring pressure where needed rapidly.

Knowledgeable people of the legislative procedure—Task Force.

How can we reconcile our differences and present a united front?

The following is a synthesis of statements handed in to the State Librarian by the 10 groups on Friday, June 27.

1. The goals and objectives of legislation should be clear to every librarian, trustee and Friend, and to other allies. All should understand how legislation does and does not affect every aspect of librarianship and professional life. Librarians must be made to care—apathy will kill the chances of passage. People care when they are involved.
2. Preparation for such a united front will include:

   Education through regional meetings

   Notification to people who did not attend the Library Planning Institute

   Publication of proceedings, or summary to be distributed through:

   CLA Newsletter
   California Libraries
   CASL publication
   etc.

to the broadest possible audience.

Focus library legislation activities on this particular bill

Adoption and support of CLA Council

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LIBRARY PLANNING INSTITUTE

University of San Francisco

San Francisco, California

June 23–27, 1975

EVALUATION REPORT

David Wilson Taylor
School of Public Administration
Ohio State University
July 23, 1975

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PREFACE

The following Evaluation Report of the Library Planning Institute held at the University of San Francisco, June 23–27, 1975 has been prepared as a requirement for an Institute for Training in Librarianship under Title II, Part B, Higher Education Act of 1965, Public Law 89–329, as amended.

The staff of the California State Library provided valuable assistance in making available to me background documents, correspondence, notes and tape recordings of the sessions. For these and many other courtesies I am grateful.

The descriptive and evaluative statements are, of course, the sole responsibility of the evaluator.

DWT

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CHRONOLOGY OF EVENTS

July 1974

An HEA Title IIB training grant was received for the purpose of holding an Institute for developing group decision-making skills in long-range planning for library service. The California State Librarian was designated Director of the Institute.

November 1974

A Principal Librarian in the California State Library Bureau of Library Development Services was appointed Institute Manager.

January 1975

Announcement of the Library Planning Institute was given a wide mailing to librarians, government officials, trustees and advisors, other interested lay persons in California.

Replies indicating interest in attendance were acknowledged, forming the basis for later selection of 100 participants.

A number of planning meetings were held involving the Director, Institute Manager, the California State Library Cabinet and Consultants. Additional resource speakers were recruited.

February 1975

An Assistant to the Institute Manager was appointed and clerical assistance was obtained.

A tentative plan for the Institute was prepared and distributed for revision to all resource personnel.

March 1975

Institute participants were selected from criteria including type of work performed, geographic location, and leadership capability or potential.

Letters of invitation were mailed.

April 1975

The Planning Design Committee composed of the Director, Manager, Chief of Library Development Services (CSL), a public library representative, and two other resource persons met to complete the design of the Institute.

A tentative agenda for the Institute week was developed.

A state-wide press release was issued.

May–June 1975

Detailed planning for the Institute proceeded and materials were prepared for use by participants and resource personnel.

A Pre-Institute planning meeting was held the weekend before the Institute during which resource personnel integrated their roles with the now firm plans and objectives of the Institute.

The Library Planning Institute was held during the period June 23–27, 1975.

Following the Institute, a meeting was held with the following persons in attendance: resource personnel, the Evaluator, the Public Library Representative, the Chief of CSL Bureau of Library Development Services, the Institute Manager, and the Institute Director.

LIBRARY PLANNING INSTITUTE

AGENDA

Monday, June 23

9:00– 9:10	**Welcome** Ethel S. Crockett California State Librarian
9:10– 9:20	**Preview of the Week** Carmela Ruby Institute Manager
9:20–10:30	**Californians Plan the Future** Ethel S. Crockett Institute Director
	Librarianship Today: Six Views Genevieve Casey, Professor Department of Library Science, Wayne State University Jean Connor, Head, Library Services Division (ret) New York State Library Alma Jacobs, State Librarian Montana State Library Clara Jones, Director Detroit Public Library Brooke Sheldon, Consultant Alaska State Library Sol Spector, Professor of Social Work California State University, Sacramento
10:30–11:00	**Coffee Break**
11:00–12:00	**The Peat, Marwick, Mitchell Report: Presentation and Highlights** Charles Nelson, Study Director Peat, Marwick, Mitchell & Co.
12:00–12:45	**Institute Participant Discussion**
1:00– 2:00	**Luncheon**
2:15– 2:45	**The Report as a Basis for Planning: Tooling Up for Work Together** David Taylor, Graduate Research Associate Ohio State University
2:45– 5:00	**Study Group Working Sessions: The Issues**
5:00	**Feedback Committee Meeting**

Tuesday, June 24

9:00– 9:30	**Review of Group Sessions Product** Sol Spector, Discussion Leader
9:30–12:30	**Study Group Working Sessions: Addressing the Issues**

1:00– 2:00	**Luncheon**
	Speaker: Herbert S. Dordick, Associate Director Annenberg School of Communications, Los Angeles
2:15– 5:00	**Study Group Working Sessions: Structure and Funding**
5:00	**Feedback Committee Meeting**

Wednesday, June 25

9:00– 9:15	**Review of Group Sessions Product**
	Study Group Working Sessions: Structure and Funding
10:15–10:30	**Who Pays for Library Service?**
	Ethel S. Crockett, Institute Director
10:30–11:00	**Coffee Break**
11:00–11:30	**Libraries and Local Government**
	Melvyrn Wingett, County Administrative Officer County of Fresno
11:30–12:00	Calvin Hamilton, Director, City Planning City of Los Angeles
12:00–12:45	**Institute Participation Discussion**
1:00– 1:45	**Luncheon**
2:00– 3:45	**Study Group Working Sessions: Structure and Funding**
4:00– 5:30	**Open Forum:** What I most want to say about the Peat, Marwick, Mitchell Report; comments and questions
7:00– 8:30	**Town and Country:** Two Views from the *Library Window*
	ALMA JACOBS Montana State Librarian: **Rural Library Development**
	CLARA JONES Director, Detroit Public Library: **Urban Library Development**

Thursday, June 26

9:00–10:30	**Study Group Working Sessions: Structure and Funding**
10:30–11:00	**Coffee Break**
11:00–12:00	**Library Legislation: Possibilities, Prospects and Plans**
	Richard Bransma, Principal Program Analyst Legislative Analyst's Office, State of California
	Dialog and Participant Discussion
1:00– 2:00	**Luncheon**
2:00– 4:30	**Review of Group Sessions Product: Structure and Funding**
5:00	**Feedback Committee Meeting**

Friday, June 27

9:00–10:30	**Study Group Working Sessions: Recommendations for the Future**
10:30–11:00	**Coffee Break**
11:00–12:30	**The Steps Ahead, Post-Institute Plans**
	Dialog: Participants and Ethel Crockett
12:30– 1:00	**Evaluation of the Library Planning Institute**
1:15– 2:30	**Luncheon**
	Speaker: Jean Connor, Head, Library Development Division (rec) New York State Library: **Adding It Up—an Out-of-State View**
2:30	**Institute Adjournment**

DESCRIPTION OF INSTITUTE ACTIVITIES

One hundred twenty-four participants were invited (including 18 California State Library staff). There were seven last-minute cancellations. The group reduced to about 115 by mid-week. Ninety-six persons completed evaluation questionnaires on the last day. In attendance were approximately 45 public and system librarians, 18 library Trustees and Friends, 20 academic librarians, 7 special librarians, 3 school librarians, 2 library education professors, 4 government officials and a few others including representatives from the California Library Association, the League of Women voters, etc.

Monday

1. Welcoming and orientation statements by the Institute Director and Manager (Carmela Ruby).
2. Remarks by Ethel Crockett (Institute Director and State Librarian). Background to the Peat, Marwick, Mitchell and Company report entitled *California Public Library Systems; A Comprehensive Review with Guidelines for the Next Decade.* (The report had been distributed to participants and others prior to the Institute.) Attendees were asked to begin during the Institute week the development of a plan for state-wide library organization and support. The plan should, it was stressed, improve library services state-wide, meet the high-level standards of the profession, and provide optimal service at minimal cost. Participants were asked to consider the PMM alternatives but not to have their discussions and analyses limited to that report; and to attempt to plan a structure which would both foster growth and allow adaptation to changing needs in the future.
3. The resource personnel were introduced, each of whom made brief remarks.
4. Charles Nelson reviewed the PMM report, commenting on each of the key findings and answering questions from participants.
5. After the Luncheon, David Taylor explained the procedures to be used during study group working sessions. He described the Nominal Group Process and announced that the question for discussion, chosen by the pre-institute planning group would be: "What are the major issues in state-wide planning for library development in California?" Each of the ten discussion groups were asked to arrive at a list of five issues which would represent the concensus of each group.
6. After the small group meetings were completed, each discussion leader delivered the listing of issues to Sol Spector and David Taylor. These issues were examined by Institute staff and resource personnel during the evening and five issues representing the overall consensus were selected for discussion the following day.

Tuesday

1. Sol Spector reported on the working session findings of the previous day and assigned the following issues for detailed discussion during the day: 1. Goals, objectives and standards; 2. Access to library resources and services; 3. Training of library personnel; 4. Technology and Automation; 5. Levels (local, regional, state, federal) of responsibility.
2. The small groups worked and at noon leaders brought the group reports to Spector and Taylor.
3. Herbert Dordick spoke on the power and leadership accruing to the information-rich and on the expanded role of libraries as information centers for the public. He also suggested the need for media literacy and the ability to critically assess its impact.
4. Small-groups were again reformed to discuss the following questions: "In the light of the PMM report and your own experience, if you were drafting new state legislation: 1. What structure of library service would you recommend so as to best meet user needs, and 2. What state funding role and formula would you think the most appropriate for this structure?"

Wednesday

1. An open discussion was held on the activities of the California Library Authority for Systems and Services (CLASS), with the Marin County Library Director and State Librarian responding to questions.
2. Summaries of the discussion groups' work of Tuesday morning were presented and a typed version distributed to all participants. These summary statements are included in Appendix I.
3. Speeches by local government officials. Melvyrn Wingett warned that full local participation was critical and should not be abandoned to regional decision-making altogether; that care should be taken that changes in ILL and ILR routing patterns would not weaken local efforts to serve local needs; that some of the PMM recommendations might, if implemented, result in a loss of outreach and other library services. Calvin Hamilton thought the PMM report did not go far enough into the needs for more sophisticated information and levels of planning. Extrapolating from his planning experience, he urged systematic, thorough needs assessment preliminary to planning, and citizen involvement in it from the beginning.
4. The open forum on the PMM report brought forth a wealth of comment from both individuals and those representing certain public library systems. Focus was on the key recommendations of the study but other related issues were also raised.

5. The discussion groups met again continuing to focus on the questions of structure and funding.

6. Alma Jacobs discussed rural library service emphasizing the importance of preserving local autonomy and respecting local feelings while planning system development.

7. Clara Jones described the citizen's information program of the Detroit Public Library, how it was developed and how it has been modified to meet changing needs.

Thursday

1. Small groups concluded their work on structure and funding and completed an opinion poll on these issues.

2. Richard Brandsma discussed alternatives that the Institute could take regarding both budget increases and the development of new legislation. He emphasized the need for producing hard, convincing data and beginning immediately. Discussion between Brandsma and attendees followed.

3. Jean Connor summarized the results of the opinion poll on structure and funding, highlighting a number of issues and indicating areas of substantial agreement. The opinion poll results are summarized in Appendix II.

Friday

1. Discussion groups were formed by type of library or affiliation to deal with the following: 1. Recommendations for the composition of a task force to carry-on the work begun by the Institute; 2..A suggested timetable with steps to be taken to develop a legislative proposal by January, 1976; 3. Means by which professional and lay support for legislation can be achieved.

2. In a plenary session chaired by the State Librarian, reports on the preceeding deliberations were made by group respresentatives. Consensus was achieved on the following major points: 1. A task force should be formed immediately; 2. The task force should work for the augmentation of funding of public library systems in the 1976–77 state budget; 3. Simultaneously with this, efforts should be made to introduce new legislation which incorporates the recommended changes in structure and funding of library systems which will be developed by the task force working in collaboration with the California State Library, the California library association and others. The target date of January, 1976 was set for the introduction of this legislation.

3. Questionnaires for the evaluation of the Institute were distributed to and completed by the participants.

4. Jean Connor spoke at the closing luncheon about cherishing and fostering the resources of the individual as movement is made to the development of library service in California.

5. The Institute was adjourned at 2:30 p.m.

Summary of Responses to the Evaluation Questionnaire

The following is a summary of all the data contained in questionnaires and returned to the Evaluator on Friday, June 27, 1975, the last day of the Institute.

Some questions were left unanswered by respondents, but more than 90 percent of those in attendance completed at least a portion of the questionnaire.

SUMMARY OF RESPONSES TO THE EVALUATION QUESTIONNAIRE

Questions 1–10

Form: TO WHAT EXTENT DO YOU BELIEVE THAT:

Response Categories:

1	2	3	4	5
To a Very Little Extent	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent

Q.1. Institute goals were clear?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	1	9	31	8	49
Academic Librarians	1	0	1	11	3	16
Public School Librarians	0	0	0	2	1	3
Special Librarians	0	1	2	1	2	6
Trustees, Advisors, etc.	0	1	2	11	4	18
Government Officials	0	0	0	2	0	2
Not Identified	1	0	0	1	0	2
Totals	2	3	14	59	18	96

Mean = 3.92

Q.2. Participants adequately considered the library needs of the state's citizens?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	3	1	12	20	13	49
Academic Librarians	1	2	3	8	3	17
Public School Librarians	0	0	2	1	0	3
Special Librarians	1	0	1	0	3	5
Trustees, Advisors, etc.	0	2	7	6	3	18
Government Officials	0	0	0	1	1	2
Not Identified	0	0	0	2	0	2
Totals	5	5	25	38	23	96

Mean = 3.72

Q.3. You were given full opportunity for participation?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	0	4	14	31	49
Academic Librarians	0	0	0	3	14	17
Public School Librarians	0	0	0	1	2	3
Special Librarians	0	0	0	2	4	6
Trustees, Advisors, etc.	0	0	0	4	13	17
Government Officials	0	0	0	0	2	2
Not Identified	0	0	1	1	0	2
Totals	0	0	5	25	66	96

Mean = 4.64

Q.4. You *did* participate fully?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	3	17	23	6	49
Academic Librarians	0	1	4	8	4	17
Public School Librarians	0	0	0	2	1	3
Special Librarians	0	0	3	1	1	5
Trustees, Advisors, etc.	0	0	3	9	5	17
Government Officials	0	0	1	1	0	2
Not Identified	1	0	1	0	0	2
Totals	1	4	29	44	17	95

Mean = 3.75

Q.5. You really felt involved?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	1	0	10	22	16	49
Academic Librarians	0	0	2	12	2	16
Public School Librarians	0	0	0	2	1	3
Special Librarians	0	1	1	0	4	6
Trustees, Advisors, etc.	0	0	4	5	8	17
Government Officials	0	0	0	1	1	2
Not Identified	0	0	1	1	0	2
Totals	1	1	18	43	32	95

Mean = 4.09

Q.6. Your ideas were take seriously?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	0	11	24	13	48
Academic Librarians	0	1	2	8	5	16
Public School Librarians	0	0	1	1	1	3
Special Librarians	0	0	1	3	2	6
Trustees, Advisors, etc.	1	0	1	9	5	16
Government Officials	0	0	1	0	1	2
Not Identified	0	0	0	1	1	2
Totals	1	1	17	46	28	93

Mean = 4.06

Q.7. Institute findings were made explicit?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	2	5	13	24	5	49
Academic Librarians	0	1	6	5	3	15
Public School Librarians	0	0	0	2	1	3
Special Librarians	1	1	0	2	2	6
Trustees, Advisors, etc.	0	1	6	8	3	18
Government Officials	0	0	1	1	0	2
Not Identified	0	2	0	0	0	2
Totals	3	10	26	42	14	95

Mean = 3.67

Q.8. To the best of your knowledge of the findings, you agree with them?

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	1	0	12	25	11	49
Academic Librarians	0	0	2	11	3	16
Public School Librarians	0	0	1	2	0	3
Special Librarians	0	0	2	1	3	6
Trustees, Advisors, etc.	0	0	4	10	4	18
Government Officials	0	0	2	0	0	2
Not Identified	0	0	1	1	0	2
Totals	1	0	24	50	21	96

Mean = 3.94

Q.9. The Institute *changed* your prior views about library development?

Respondent Group	Response 1	2	3	4	5	Totals
Public Librarians	14	12	18	4	1	49
Academic Librarians	4	5	6	2	0	17
Public School Librarians	0	2	1	0	0	3
Special Librarians	1	1	2	1	1	6
Trustees, Advisors, etc.	8	2	5	1	1	17
Government Officials	2	0	0	0	0	2
Not Identified	1	1	0	0	0	2
Totals	30	23	32	8	3	96

Mean = 2.28

Q.10. The institute *reinforced* your prior views about the direction of library development?

Respondent Group	Response 1	2	3	4	5	Totals
Public Librarians	1	5	10	21	12	49
Academic Librarians	2	2	5	4	3	16
Public School Librarians	0	0	1	2	0	3
Special Librarians	0	2	2	1	1	6
Trustees, Advisors, etc.	2	0	8	2	6	18
Government Officials	0	0	0	2	0	2
Not Identified	0	1	0	1	0	2
Totals	5	10	26	33	22	96

Mean = 3.59

Questions 11–20

Form: USING THE BELOW SET OF POLAR TERMS, RATE THE INSTITUTE BY PLACING AN "X" SOMEWHERE AT THE LOCATION ALONG THE SEVEN-POINT SCALE WHICH BEST INDICATES HOW YOU NOW PERCEIVE OR FEEL ABOUT THE INSTITUTE:

Response Categories:

Good	7	6	5	4	3	2	1	Bad

Q.11. Good (7) to Bad (1)

Respondent Group	Response 1	2	3	4	5	6	7	Totals
Public Librarians	0	0	1	6	11	18	13	49
Academic Librarians	0	0	3	0	4	4	6	17
Public School Librarians	0	0	0	0	0	3	0	3
Special Librarians	0	0	0	1	0	4	1	6
Trustees, Advisors, etc.	0	0	0	0	3	4	10	17
Government Officials	0	0	0	0	0	2	0	2
Not Identified	0	0	1	0	1	0	0	2
Totals	0	0	5	7	19	35	30	96

Mean = 5.81

Q.12. Pleasurable (7) to Painful (1)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	0	0	4	12	15	10	7	48
Academic Librarians	0	1	1	4	7	2	2	17
Public School Librarians	0	0	0	0	1	2	0	3
Special Librarians	0	0	0	1	2	1	1	5
Trustees, Advisors, etc.	0	0	0	2	2	6	7	17
Government Officials	0	0	0	0	1	0	1	2
Not Identified	0	0	0	1	0	1	0	2
Totals	0	1	5	20	28	22	18	94

Mean = 5.27

Q.13. Rigid (1) to Flexible (7)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	1	0	0	5	6	24	13	49
Academic Librarians	0	1	0	3	1	8	2	15
Public School Librarians	0	1	0	0	1	1	0	3
Special Librarians	0	0	0	0	1	1	4	6
Trustees, Advisors, etc.	0	1	2	1	3	6	4	17
Government Officials	0	0	0	0	0	2	0	2
Not Identified	0	0	0	0	1	1	0	2
Totals	1	3	2	9	13	43	23	94

Mean = 5.67

Q.14. Important (7) to Unimportant (1)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	0	0	2	2	2	12	31	49
Academic Librarians	1	0	0	1	1	6	7	16
Public School Librarians	0	0	0	0	0	3	0	3
Special Librarians	0	0	0	0	0	1	5	6
Trustees, Advisors, etc.	0	0	0	1	0	2	14	17
Government Officials	0	0	0	0	0	2	0	2
Not Identified	0	0	0	0	1	1	0	2
Totals	1	0	2	4	4	27	57	95

Mean = 6.36

Q.15. Successful (7) to Unsuccessful (1)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	0	1	0	3	13	18	14	49
Academic Librarians	0	1	0	1	6	6	2	16
Public School Librarians	0	0	0	0	1	1	1	3
Special Librarians	0	0	0	0	2	4	0	6
Trustees, Advisors, etc.	0	0	2	2	5	2	7	18
Government Officials	0	0	0	0	1	1	0	2
Not Identified	0	1	0	0	1	0	0	2
Totals	0	3	2	6	29	32	24	96

Mean = 5.64

Q.16. Boring (1) to Interesting (7)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	1	2	3	5	4	15	19	49
Academic Librarians	1	1	2	0	6	4	3	17
Public School Librarians	0	0	0	0	2	0	1	3
Special Librarians	0	0	0	1	2	0	3	6
Trustees, Advisors, etc.	0	0	1	2	2	4	8	17
Government Officials	0	0	0	0	1	1	0	2
Not Identified	0	0	0	0	1	1	0	2
Totals	2	3	6	8	18	25	34	96

Mean = 5.58

Q.17. Authoritarian (1) to Democratic (7)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	0	1	1	6	5	15	20	48
Academic Librarians	0	3	0	3	2	5	3	16
Public School Librarians	0	0	0	0	2	1	0	3
Special Librarians	0	0	0	0	0	2	4	6
Trustees, Advisors, etc.	0	0	1	0	3	5	8	17
Government Officials	0	0	0	0	1	0	1	2
Not Identified	0	0	0	1	0	1	0	2
Totals	0	4	2	10	13	29	36	94

Mean = 5.80

Q.18. Relaxed (7) to Tense (1)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	1	0	6	7	14	15	6	49
Academic Librarians	0	0	1	8	2	4	1	16
Public School Librarians	0	0	0	2	1	0	0	3
Special Librarians	1	0	0	0	2	1	2	6
Trustees, Advisors, etc.	1	0	0	5	2	6	3	17
Government Officials	0	0	0	0	1	0	1	2
Not Identified	0	0	0	0	2	0	0	2
Totals	3	0	7	22	24	26	13	95

Mean = 5.04

Q.19. Shallow (1) to Deep (7)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	1	2	3	11	6	23	3	49
Academic Librarians	1	1	4	5	3	2	1	17
Public School Librarians	0	0	0	0	3	0	0	3
Special Librarians	0	1	0	0	2	2	1	6
Trustees, Advisors, etc.	0	1	0	4	6	3	3	17
Government Officials	0	0	0	1	0	1	0	2
Not Identified	0	0	0	0	1	1	0	2
Totals	2	5	7	21	21	32	8	96

Mean = 4.90

Q.20. Worthwhile (7) to Worthless (1)

Respondent Group	Response							Totals
	1	2	3	4	5	6	7	
Public Librarians	0	1	0	3	6	11	28	49
Academic Librarians	0	1	1	2	3	5	5	17
Public School Librarians	0	0	0	0	0	2	1	3
Special Librarians	1	0	0	0	1	1	3	6
Trustees, Advisors, etc.	1	0	0	1	3	3	9	17
Government Officials	0	0	0	0	0	1	1	2
Not Identified	0	0	1	0	0	1	0	2
Totals	2	2	2	6	13	24	47	96

Mean = 5.98

Q.21. What did you like most about the Institute?

This question brought forth a great volume of responses. More than 90 percent of persons answering the questionnaire made one or more statements here; approximately 200 statements in all. The comments ranged from large to small scope, i.e., "general arrangements" to mention of individuals. However, a few broad categories might be used to summarize the majority of comments made.

Perhaps the most frequent responses could be categorized as statements about the opportunity to meet with and share the views of library leaders around the State. Closely related to this and supportive of it were comments about the openness, flexibility and the democratic character of the proceedings which facilitated the exchange

of ideas. Both small group working sessions and the plenary meetings were cited as exemplary in allowing free and open exchange of ideas. Many respondents felt that the selection of institute attendees which they saw as broadly representative of the library community—professional and lay—served to enrich the quality of the discussions. Several of the respondents made reference to the enthusiasm, intensity and concentration of effort by participants.

To this evaluator, the variety and zest of the language used in responding here is striking and seems to underscore the positiveness of the content of the remarks themselves.

Sample Comments:

Techniques used for involving all participants
Presentation of different points of view
Effort to structure to insure wide participation and input of ideas
Opportunity for everyone to express an opinion
Broad range of representation of library field
To learn, participate, appreciate
Information which came as a result of exchanges among participants
The workshop format
Full opportunity for discussion without getting hung-up of minor points, stuck to key issues well
Speakers who had practical and useful suggestions
To provide input to the process of change
Announcement of CLASS
The final conclusions and the proposed directions for follow-up
Willingness of most participants to address issues with an intention of reaching concensus through respecting all in-puts
Wide variety of knowledge and experience brought to small discussion groups through random selection
General structural organization for getting output from diversified groups
Change in attitudes, feelings about PMM report
Attempts to involve everyone

Q.22. What did you like least about the Institute?

About 75 percent of those completing the questionnaire provided comments here.

Negative comments about living accommodations were the most voiced criticisms. The length of the institute ranked second as least liked. Many people objected to the lack of leadership in the small groups. Several expressed impatience with the structure of activities. As one respondent put it: "Flexibility was desirable but slowed movement of the Institute." Others stated that "the Institute didn't really come alive until the last day."

Sample Comments:

Dormitory living
Intensity of concentration was very difficult to sustain
Length of the Institute
Poor structuring of discussion groups, no training of moderators
Some participants were intent on promoting their own local views
Institute started off on wrong foot with set agenda of concepts and organization
Speakers dealt with irrelevant topics
Being surprised by the development of CLASS
Several discussion groups were held in one room, sometimes difficult to hear
The food
Inadequate treatment of the PMM report
Lack of opportunity and facilities for informal interaction
Failure of top-level consortium to meet at Institute
Lack of clear time table for action steps over one to ten years so that firm direction could be set
Ever changing groups did not develop continuous working relationships
Lack of aid from the faculty
Time too tightly structured

Q.23. Which TWO speakers were you most please with? Why?

A. Calvin Hamilton
   1. Mentioned by 64 respondents

2. Sample comments:
   Presented a realistic view of library services
   Forward thinking
   Very relevant remarks
   Provided meaty tips for thought and action
   Emphasized goal of patron services
   Provided guide for the involvement of the public
   Committed to true citizen involvement
   Insights into the planning process
   Provided evidence of real thought, not just cliches
   Outsider with pizazz

B. Melvyrn Wingett
   1. Mentioned by 25 respondents
   2. Sample comments:
      Succinct, to the point, realistic
      Good, practical suggestions
      Good administrative viewpoint on the PMM report
      Clear, lucid presentation with practical examples
      Reality of the budgetary process
      Emphasized need for satisying patron

C. Richard Brandsma
   1. Mentioned by 23 respondents
   2. Sample comments:
      Pertinent and outside objectivity
      Thought provoking
      Very useful information provided
      Realistic legislative viewpoint
      Spoke from reality base

D. Alma Jacobs
   1. Mentioned by 17 respondents
   2. Sample comments:
      Broadened our point of view
      Good to hear a success story
      In touch with library development at a local level
      Most human
      Reminded us that patience and perserverance are also virtues

E. Clara Jones
   1. Mentioned by 17 respondents
   2. Sample comments:
      Important comments on information referral
      A great lady with a great mind
      Her emphasis on dissemination of information to users
      Motivated me to go back to my job with a new goal
      Warm, humanized approach

F. Herbert Dordick
   1. Mentioned by 8 respondents
   2. Sample comments:
      Very informative on how libraries are regarded and how their role has grown
      Clear, lucid presentation, not theoretical or academic
      Dared us to look at a different future

G. Jean Connor
   1. Mentioned by 7 respondents
   2. Sample comment:
      Good synthesis of the group discussions on structure, funding

H. Genevieve Casey
   1. Mentioned by 2 respondents
   2. Sample comments:
      Intimate knowledge of the study
      Most practical and experienced

I. Charles Nelson
   1. Mentioned by 2 respondents
   2. Sample comments:
      Concise, explicit, thorough
      Really knew the report

J. Ethel Crockett
   1. Mentioned by one respondent
   2. Comment:
      Her openmindedness

K. John Mockler
   1. Mentioned by one respondent
   2. No comment was included

L. Sol Spector
   1. Mentioned by one respondent
   2. Comment:
      Articulated the user appreciation for libraries

M. Ransom Wood
   1. Mentioned by one respondent
   2. Comment:
      His reality

Q.24. To what extent do you believe the PM and M study has been and will be useful in planning and implementing improved library services?

Useful	5	4	3	2	1	Useless

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	4	4	13	17	11	49
Academic Librarians	1	2	5	8	1	17
Public School Librarians	0	1	0	1	0	2
Special Librarians	0	0	1	3	2	6
Trustees, Advisors, etc.	1	2	6	3	6	18
Government Officials	0	0	1	1	0	2
Not Identified	0	0	2	0	0	2
Totals	6	9	28	33	20	96

Mean = 3.54

Q.25. The Nominal Group Process was used in small group discussion sessions. To what extent do you feel the Nominal Process is more or less effective than a Traditional Process for the purposes of the Institute?

Traditional More Effective	1	2	3	4	5	Nominal More Effective

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	1	8	6	13	21	49
Academic Librarians	0	2	6	4	4	16
Public School Librarians	0	0	1	1	1	3
Special Librarians	0	0	4	1	1	6
Trustees, Advisors, etc.	1	1	3	4	8	17
Government Officials	0	0	0	1	1	2
Not Identified	0	0	1	1	0	2
Totals	2	11	21	25	36	95

Mean = 3.86

Q.26 Do you expect to make use of the Nominal Process in future meetings for which you will be responsible ?

5	4	3	2	1
Definitely Yes	Yes	Maybe Don't Know	No	Definitely No

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	2	1	14	18	14	49
Academic Librarians	0	3	6	8	0	17
Public School Librarians	0	0	1	2	0	3
Special Librarians	0	0	3	1	2	6
Trustees, Advisors, etc.	0	0	6	4	7	17
Government Officials	0	0	1	0	1	2
Not Identified	0	0	1	1	0	2
Totals	2	4	32	34	24	96

Mean = 3.77

Q.27. Do you believe that the development of an expanded planning-research evaluation capability within the state's library community would be desirable ? If so, under whose authority ?

Of the 80 replies to this question, 77 answered yes and 3 no. Of the affirmative responses about 75 percent stated that the expanded capability should be under the authority of the State Library; about 20 percent of these felt it should be a joint effort of the state Library in collaboration with CLASS or CLA or the State Library Systems Council. Many added that such an activity should include broad representation from the library community. Of those responding yes but naming an authority not the State Library, CLASS was most often cited.

Q.28. To what extent do you believe the goals of the Institute were achieved ?

1	2	3	4	5
To a Very Little Extent				To a Very Great Extent

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	1	0	4	26	18	49
Academic Librarians	0	0	2	9	4	15
Public School Librarians	0	0	0	1	2	3
Special Librarians	0	0	0	4	2	6
Trustees, Advisors, etc.	0	1	7	4	6	18
Government Officials	0	0	0	1	1	2
Not Identified	0	0	1	1	0	2
Totals	1	1	14	46	33	95

Mean = 4.15

Q.29. To what extent do you believe the Institute has contributed to the prospective strengthening of statewide library development in California?

1	2	3	4	5
To a Very Little Extent				To a Very Great Extent

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	2	4	22	21	49
Academic Librarians	0	1	2	11	2	16
Public School Librarians	0	0	2	0	1	3
Special Librarians	0	0	1	3	2	6
Trustees, Advisors, etc.	0	0	2	9	7	18
Government Officials	0	0	1	0	1	2
Not Identified	0	0	2	0	0	2
Totals	0	3	14	45	34	96

Mean = 4.15

Q.30. OVERALL, how satisfied were you with the Institute?

5	4	3	2	1
Very Satisfied	Satisfied	Uncertain	Dissatisfied	Very Dissatisfied

Respondent Group	Response					Totals
	1	2	3	4	5	
Public Librarians	0	2	4	23	19	48
Academic Librarians	0	2	0	11	4	17
Public School Librarians	0	0	0	2	1	3
Special Librarians	0	0	0	5	1	6
Trustees, Advisors, etc.	0	0	4	2	12	18
Government Officials	0	0	0	1	1	2
Not Identified	0	1	0	1	0	2
Totals	0	5	8	45	38	96

Mean = 4.21

Q.31. Comments, Suggestions, Recommendations:

Again the responses were wide-ranging. Statements of congratulations on an institute well done and urgings that follow-through be immediate and forceful were predominant.

Sample Comments:

Enjoyed it very much, learned much
I commend the State Librarian and Staff for an excellent Institute
Pay heed to the many suggestions to get as much citizen support in as many communities as possible with as many methods as possible
On the whole very stimulating and encouraging
Proceed with all deliberate speed
Distribute Institute summary widely
Appoint task force immediately
Institute was well organized and planned
Institute should have been shorter
More working librarians should have been included
In considering the vertical referral of ILR do not lose sight of the greater need for ILL information (union catalog) on a horizontal level among public libraries
Some of the resource staff seemed unnecessary, or at least, were not used fully
Nominal process not always followed, especially during later stages of Institute. This operating concept should have been stressed and participants reminded of its use
Would like to see regional day-long institutes. Feel strongly that this kind of meeting would help with legislative support later
I came expecting to have to fight to see report revised—pleased to see this occur through a democratic process
Good feeling of state-wide support generated
Prepare position paper on PMM study and report it to the annual CLA Conference
Get a really brilliant faculty
Believe that the CLASS concept should have been explained earlier
Needed better physical surroundings
Needed more dynamic feedback and progress reports on the group deliberations
More representation from school librarians and media specialists
Follow-up with action is now the acid test of success. The Institute did well, now we as a profession must do the same
Advance publicity should have occurred
I figure all-totalled, all costs, this Institute cost $500,000. How far off am I?
Overall impression is one of window dressing for decisions which have already been made
Staff should be complimented for a very worthwhile conference
Don't let automation be the tool that wags the library dog
PMM study based too much on estimates
Great steps seem to have been taken here to develop mutual understanding and empathy within library community
Overall Institute generated super positive vibes.

COMMENTS BY THE INSTITUTE EVALUATOR

As the preceding summary clearly reveals, the institute was found to be successful by the institute's most important evaluators—the participants themselves. Indeed if we look at the closed choice questions which allow us to make a quantitative assessment of responses, we find that 25 of the 26 questions have response patterns skewed to a positive position, i.e., good rather than bad, flexible rather than rigid, etc. The one exception to this pattern, Question 9, dealing with the extent to which the institute changed prior views about library development, produced, overall a no-change response. But, this was predictable in that the experiences of one week cannot be expected to change prior views developed over years of involvement in and with libraries. In addition, the adversary proceedings most likely to produce changes in attitude were purposefully, and we think, wisely avoided in the interest of attempting to reach an uncoerced consensus on key issues.

We can achieve a measure of the relative strengths and weaknesses of the institute by converting these 26 measures to a common scale and then ranking all measures by the degree of positive response. At the top of the scale (most positive) is Q. 3 which asks to what extent were attendees "given full opportunity for participation." The very positive response here we think helps to "explain" the success of the institute. Second most positive was participant perception of the institute's importance (2) followed by it being judged worthwhile (3), producing satisfaction (4), achieving its goals (5) and contributing to the prospective strengthening of state-wide library development (6).

If we look at the less positive end of the scale we find the explicitness of findings (21), relaxed vs. tense (22), the reinforcement of prior views (23); but all of these were rated more positive than negative. Slightly less positive reactions were recorded for the usefulness of the PMM study (24) and deep vs. shallow (25). Only Q. 9 (26) was, as reported above, answered in the negative.

Actually two of these response measures were probably right where they belong. The institute was judged to be a little more relaxed than tense. Indeed, attempting to create such an outcome might well be considered a goal for institute planners. Also, the measure of the reinforcement of prior views seems about right for the same reasons given above regarding changed views. And again, it reinforces our belief that a consensus was in fact achieved.

The rating given the usefulness of the PMM study is disappointing even though we can characterize it as indicating that it is expected to be "somewhat useful." This rating seems to reflect the participant's rejection of the PMM preferred alternative for the designation of intermediate libraries as well as criticisms of research methodology voiced during the open forum on Wednesday. Nevertheless, the report findings which show the great magnitude of in-kind support of systems will, the discussants clearly indicated, be of considerable use in efforts to gain both grass-roots and legislative support for future library development. We also wonder to what degree participants would have been satisfied with any research study undertaking the magnitude and complexity of such a research effort under the time and monetary constraints which existed here.

Responses to Q. 25, deep vs. shallow, again reflect the deliberations of the institute which were targeted on the development of a consensus position rather than probing new territory.

The relatively low ranking of the explicitness of findings is perhaps related to the substantive generality of the summary statements themselves (Appendix I) as well as the slightly hurried discussions of Friday morning as time began to run out.

Many of the critical remarks made by respondents to the open-ended questions, while justified, can be attributed to the hyper-flexible and non-authoritarian management of the institute. The resource personnel were hesitant to attend small group sessions for fear of inhibiting discussions. This made them somewhat less accessible than several attendees would have liked. The gradual deterioration in the strict application of the nominal group processes, while noticed by staff and resource personnel at the time, was tolerated for fear of inhibiting the spontaneous flow of ideas within small group discussions.

The physical facilities at the institute were such as to discourage after-hours informal gathering of participants. A more appropriate setting for socializing would have been preferable.

At an informal evaluation meeting after the institute adjourned, several staff members and resource personnel reported on a significant shift in the attitude of several participants—from a suspicious, or in some cases truculent attitude at the beginning to an openly enthusiastic statement of praise for the institute at the end. All of those attending this meeting believed that the institute had achieved its goals, established a healthy atmosphere which would facilitate planning and implementation, and achieved substantial consensus on legislative goals.

This evaluator was particularly impressed with the democratic management of the institute and concurs with the preponderance of opinion in finding the institute eminently successful.

APPENDICES

Appendix I, consisting of five summary statements, was developed at the Institute and distributed to participants as a feed-back report on the small group study sessions of Tuesday, June 24, 1975.

Appendix II is a summary of the responses of participants to statements prepared by Jean Connor. These findings were reported to attendees on Thursday, June 26, 1975.

Appendix III contains the Evaluation Questionnaire completed by attendees on Friday, June 27, 1975.

APPENDIX I, A

GOALS, OBJECTIVES AND STANDARDS

(Summary Statement)

Measurable and relevant goals, objectives, and standards of statewide library service must be developed. The criteria for evaluating how adequately the services and resources fulfill these goals, objectives, and standards should address:

A. The level of impact of library service on the community.
B. The performance of libraries in meeting the goals and objectives, as measured by client satisfaction and fulfillment of client needs.
C. The level of staff development and performance.
D. The cost effectiveness of the SERVICES and RESOURCES.

It is recommended that the evaluation be on-going, and that it include participation by a statewide review committee consisting of library users, government officials, and librarians.

APPENDIX I, B

ACCESS TO LIBRARY RESOURCES AND SERVICES

(Summary Statement)

I. Each individual should have equal and easy access to all types of information and resources including the specialties of all libraries.

II. The State Library must sustain its support of new library services through demonstration funding. Inherent in this is the careful monitoring of methods and goals and the development of successful findings into statewide programs.

III. The improvement of access should be obtained by the following means:

1. By informing the public and library staff of available information resources through the use of union catalogs, on-line communication systems, and other means;
2. By improving and sharing resources;
3. By developing and extending cooperative services and procedures;
4. By the development of a state-wide, on-line union catalog;
5. By the application of management and marketing skills;
6. By the development of a universal library card for the State;
7. By the standardization of common activities;
8. By the creation of a state-wide delivery system based upon existing systems;
9. By adjusting service hours and physical facilities to better serve user needs;
10. By means of improved communication systems;
11. By the development of a state-wide interlibrary loan code;
12. By the development of a tier system of information referral.

APPENDIX I, C

TRAINING OF LIBRARY PERSONNEL

(Summary Statement)

Recognizing its accountability to the public, the library profession will insure excellence of performance by means of training and evaluation throughout the career of the individual.

To achieve this end we recommend:

1. That a Statewide Staff Development Committee be established;
2. That the Committee develop objective standards against which library personnel performance can be measured;
3. That in-service training and continuing education be coordinated at the state level by the California State Library, the California Library Association and the state's library school;
4. That regularly scheduled advisory input to library schools and technology programs be made by representatives of the profession to insure a relevant curriculum;
5. That state's certification of professional library personnel be adopted as a prerequisite for employment in publicly-supported library institutions;
6. That plans for the periodic recertification of library personnel be developed and implemented.

APPENDIX I, D

TECHNOLOGY AND AUTOMATION

(Summary Statement)

In the belief that resource sharing is indispensable to serve the information needs of the state's citizens, an intersegmental authority should be established to coordinate information technology activities. The authority should oversee a coordinated and standardized communication network which would utilize an automated bibliographic data base to support:

1. Interlibrary loan transactions;
2. Interlibrary reference services;
3. Acquisition and collection development;
4. Cataloging;
5. Serials and circulation control;
6. Library management information systems.

APPENDIX I, E

LEVELS OF RESPONSIBILITY

(Summary Statement)

Function	Local	Regional	State	Federal
General Community Needs	X			
Specialized Needs	X	X	X	
Planning State-wide Service	X	X	X	X
Coordinated Communication			X	X
Staff Training	X		X	
Automated Services			X	X
Automated Union Catalog			X	
ILL—ILR	X	X	X	
System Coordination		X	X	
Coordinated Resource Development	X	X	X	
Public Relations	X	X	X	
Research and Development			X	X
Ongoing Support for Resource Sharing				X

APPENDIX II

June 26, 1975

OPINION POLL ON FUNDING AND STRUCTURE, Check one after each item

Statements	Agree	Maybe, Perhaps	Disagree	Don't Know	No Answer
1. The present system structure should be continued, but made stronger, sounder, and more efficient.	56	13	13	0	0
2. Instead of the present system structure, regional intermediate libraries should be designated throughout the State for purposes of resource sharing.	6	13	57	1	4
3. A top-level consortium of the strongest libraries in the State should be created to meet the demands that cannot be filled at an intermediate level.	35	20	21	1	4
4. The formula for funding interlibrary activities should be primarily keyed to demand.	50	15	9	3	4
5. There should be, as a part of a formula, a sustaining services fund to be administered by the State Library with the advice of the State Library Council, to support activities essential to the enterprise as a whole.	60	14	5	1	2
6. It is reasonable to seek a total State funding level, in support of public library service, of from 3 to 4 million in 1976.	60	12	3	6	2
7. The equal access requirement of PLSA should remain an essential ingredient in any future funding plan.	77	5	0	0	1
8. To the extent that an alternative structure can reduce the number of transactions required to fill a request, the greater its potential cost-effectiveness.	45	28	4	3	1
9. The higher the degree of personnel concentration and specialization in a structure, the more attractive it is from a staff development standpoint.	20	25	26	9	2
10. The State should support the implementation of an automated data file of the holdings of a top-level consortium of the strongest libraries in the State.	60	6	13	1	2
11. The State should seek new library aid legislation in 1976.	69	5	2	3	2

LIBRARY PLANNING INSTITUTE

University of San Francisco

June 23–27, 1975

EVALUATION QUESTIONNAIRE

David W. Taylor
June 26, 1975

TO WHAT EXTENT DO YOU BELIEVE THAT:

	To a Very Little Extent	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
1. Institute goals were clear?					
2. Participants adequately considered the library needs of the state's citizens?					
3. You were given full opportunity for participation?					
4. You *did* participate fully?					
5. You really felt involved?					
6. Your ideas were taken seriously?					
7. Institute findings were made explicit?					
8. To the best of your knowledge of the findings, you agree with them?					
9. The Institute *changed* your prior views about library development?					
10. The Institute *reinforced* your prior views about the direction of library development?					

USING THE BELOW SET OF POLAR TERMS, RATE THE INSTITUTE BY PLACING AN "X" SOMEWHERE AT THE LOCATION ALONG THE SEVEN-POINT SCALE WHICH BEST INDICATES HOW YOU NOW PERCEIVE OR FEEL ABOUT THE INSTITUTE.

INSTITUTE

11. Good								Bad
12. Pleasurable								Painful
13. Rigid								Flexible
14. Important								Unimportant
15. Successful								Unsuccessful
16. Boring								Interesting
17. Authoritarian								Democratic
18. Relaxed								Tense
19. Shallow								Deep
20. Worthwhile								Worthless

21. What did you like most about the Institute?

22. What did you like least about the Institute?

23. Which TWO speakers were you most pleased with? Why?

24. To what extent do you believe the PM&M study has and will be useful in planning and implementing improved library services?

Useful				Useless

25. The Nominal Group Process was used in small group discussion sessions. To what extent do you feel the Nominal Process is more or less effective than a traditional process for the purposes of this Institute?

Traditional More Effective				Nominal More Effective

26. Do you expect to make use of the Nominal Process in future meetings for which you will be responsible?

Definitely Yes	Yes	Maybe Don't Know	No	Definitely No

27. Do you believe that the development of an expanded planning-research-evaluation capability within the state's library community would be desirable? If so, under whose authority?

28. To what extent do you believe the goals of the Institute were achieved?

To a Very Little Extent						To a Very Great Extent

29. To what extent do you believe the Institute has contributed to the prospective strengthening of state-wide library development in California?

To a Very Little Extent				To a Very Great Extent

30. Overall, how satisfied were you with the INSTITUTE?

Very Satisfied	Satisfied	Uncertain	Dissatisfied	Very Dissatisfied

31. Comments, suggestions, recommendations:

32. Please check the box below which best identifies you.

Public Librarian		Academic Librarian	
Public School Librarian		Special Librarian	
Government Official		Trustee, Advisor, etc.	

THANK YOU VERY MUCH !

△89422—610 9-73 2M LDA